

## UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT****Pakistan****Project Title:** Decentralization, Human Rights and Local Governance Project – Phase II**Project Number:** 00147155**Implementing Partner:** UNDP DIM**Start Date:** January 1, 2023 **End Date:** December 31, 2027 – **PAC/PRB Meeting date:** November 18, 2022**Brief Description**

Decentralization, Human Rights and Local Governance is a multi-sector project aimed at strengthening rights-based development, community stabilization, gender equality and social inclusion across all regions and provinces of Pakistan. The core objective of the project is to ensure inclusive and equitable service delivery by providing technical assistance and capacity development support to relevant federal ministries, provincial line departments, statutory bodies, civil-society and private sector organisations. A key aim is to support the creation of an enabling environment for accelerated access to rights, people centred justice and people centred security. The project is aimed at institution building while connecting with vulnerable and at-risk communities to build trust between rights holders and duty bearers, for inclusive, expeditious and transparent access to rights and services. The Project will work with key UN partner agencies including OHCHR, UNHCR, UNWOMEN, ILO and IOM in line with the One-UN strategy to leaving no-one behind. Key beneficiaries will include vulnerable and at-risk men, women, girls, transgender persons, persons with disabilities as well as marginalised and vulnerable populations in general. UNDP will leverage its partnerships with government, statutory bodies, private sector and civil-society stakeholders at the national and sub-national levels for the institutionalisation of a rights-based approach to development across Pakistan.

<p><b>Contributing Outcome (UNSDCF/CPD):</b></p> <p><b>CPD Outcome 1:</b> By 2027, the people in Pakistan, especially women, children, the most vulnerable and marginalised, have increased access to fundamental rights, gender equality and fundamental freedom through inclusive, accountable, effective and evidence driven governance systems and rule of law institutions at all levels of government, contributing to good governance and stability</p> <p><b>CPD Outcome 4:</b> By 2027, more women and girls at greatest risk of being left behind, are able to benefit from and contribute to an environment in which they are empowered to exercise their fundamental rights, agency and decision-making power over all aspects, towards lives free from all forms of discrimination, violence and harmful practices.</p> <p><b>Indicative Project Output (s) with gender marker<sup>2</sup>:</b></p> <p><b>Project Output 1:</b> Strengthened capacities of national and sub-national human rights stakeholders, including governments, statutory bodies, private sector and civil-society through technical capacity development and advocacy for improved rights-based development and gender-justice across Pakistan (Gen 2)</p> <p><b>Project Output 2:</b> Conflict and post-conflict communities are stabilized through targeted technical assistance of duty bearers, social cohesion initiatives with community leaders, and psycho-social support and skills development for the promotion of people-centred security (Gen 2)</p> <p><b>Project Output 3:</b> National and Sub-National Governments are technically equipped through policy, institutional and community level initiatives for the development and implementation people-centred, inclusive and gender-sensitive legislative, institutional and policy frameworks (Gen 3)</p>	<b>Total resources required:</b>	USD 13,500,000		
	<b>Total resources allocated:</b>	<b>TRAC</b>	TBD	
		<b>GMFA</b>	USD 1,200,000	
		<b>Norway</b>	USD 327,000	
		<b>Japan BHR</b>	USD 88,000	
		<b>RBAP Env Justice</b>	USD 200,000	
		<b>GMFA</b>	TBD	
		<b>Norway</b>	TBD	
	<b>Japan</b>	TBD		
	<b>Australia</b>	TBD		
	<b>Government:</b>			
	<b>In-Kind:</b>			
	<b>Unfunded:</b>	USD 11,685,000		

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Mr. Knut Ostby  
Resident Representative  
UNDP  
Pakistan

## I. DEVELOPMENT CHALLENGE

The Government of Pakistan has taken a number of significant legislative steps<sup>i</sup> in introducing pro human rights legislations and policies in the recent months and years. Noteworthy progress has been made particularly with regards to the protection of children in the country. This includes the passing of The Transgender (Protection of Rights) Act 2018, Zainab Alert, Response and Recovery Act, the ICT Child Protection Act 2018, and the Juvenile Justice System Act 2018. UNDP's Decentralization, Human Rights and Local Governance Project (DHL) provided key policy development/technical support to the **Federal Ministry of Human Rights (MoHR), which resulted in the launch of a National Action Plan on Business and Human Rights** in September 2021.

That said, in a stark contrast to Pakistan's noteworthy standing in the United National Human Rights Council (UN HRC), and its consistent resolve to progressively develop a pro rights-based legislative and policy ecosystem - the situation of human rights, social inclusion and community stabilization in Pakistan remains complex. The complexity stem from the country's diversity, population, its status as a developing country and a democracy following a mixture of Islamic and secular law. The clauses also provide for an independent Supreme Court, separation of executive and judiciary, an independent judiciary, independent Human Rights Commission and freedom of movement within the country and abroad. However, significant challenges exist in ensuring compliance with and implementation of said legislations and policies. While fundamental rights in the Constitution are binding, real-world action to ensure human rights and gender-sensitive budgeting, planning and implementation requires substantive financial and human resources.

Furthermore, since the **18<sup>th</sup> Amendment to the Constitution of Pakistan** and the subsequent devolution of "human rights" to the sub-national level, multiple capacity constraints and challenges in relevant provincial line departments and institutions pose a paramount challenge towards ensuring that human rights concerns and violations are effectively and efficiently dealt with. These challenges range from the sporadic or collection of human rights-based data, data analysis and human rights reporting which continue to be critical constraints in guaranteeing a rights-enabling environment across the four provinces in Pakistan. Unclear roles and responsibilities of **respective governments, statutory bodies**, and weak capacities of **civil-society** continue to hinder **rights-based development** and gender justice across Pakistan.

In 2022, the outgoing phase of the programme had its external evaluation conducted – key issues that were highlighted which contribute to the development challenge include a lack of strategy and accountability mechanisms to address, monitor and enforce inclusive policies, and very limited availability and collation of stabilization data impedes the effective implementation of rights-based governance by national and sub-national governments.<sup>ii</sup> Pakistan's **human rights environment** could also be further impacted by the rapidly shifting situation in neighbouring Afghanistan. Further, there remain myriad **human rights impacts resulting from business activity** in Pakistan. Examples include, but are not limited to, forced or bonded labour and child labour; discrimination and harassment against women and other vulnerable or **marginalised communities** in the workplace; poor implementation of labour standards; displacement and violation of land rights of rural, displaced and **indigenous communities**; high levels of environmental damage; and, the predominance of informal working arrangements in the economy which further contribute to increased labour and human rights violations. Pakistan also faces several **environmental challenges** including air pollution, water pollution, and water scarcity. Today, Pakistan is amongst the top ten countries in the world identified as hotspots for climate impact<sup>1</sup> – ranking eighth globally, and second-to-worst in South Asia, narrowly behind Bangladesh. Climate change will only intensify these challenges, highlighting the need for urgent action to protect the environment and its impacts on human wellbeing.

Additionally, despite a recent phase of relative **stability and reduction in violent conflict**, Pakistan remains vulnerable to both national instabilities and sub-regional conflicts. Overall, The Global Peace Index 2021 ranks Pakistan 150 out of 163 countries in terms of its level of peacefulness and security, the 6<sup>th</sup> lowest ranking among South Asian countries, ranked just above Afghanistan<sup>2</sup>. Extremist organizations have driven most of the violence in conflict prone KP and Balochistan provinces and surrounding areas<sup>3</sup>. The Merged Areas (MAs) in the Province of

<sup>1</sup> GLOBAL CLIMATE RISK INDEX 2021 Who Suffers Most from Extreme Weather Events? Weather-Related Loss Events in 2019 and 2000-2019 David Eckstein, Vera Künzel, Laura Schäfer;

<sup>2</sup> Global Peace Index 2021 <https://countryeconomy.com/demography/global-peace-index/pakistan>

<sup>3</sup> The Asia Foundation: Pakistan: At a Glance <https://asiafoundation.org/wp-content/uploads/2017/10/Pakistan-StateofConflictandViolence.pdf>

Khyber Pakhtunkhwa have suffered several cycles of conflict. Since 2001, as another cycle of war started in neighbouring Afghanistan, in the MAs, the already **fragile governance and rule of law system** quickly disintegrated leading to a dramatic increase in violent conflict. Different militant organizations<sup>4</sup> supportive of Taliban's war in Afghanistan joined the fighting alongside the Taliban, quickly expanding the conflict into Pakistan's border areas.

With the merger of the former Federally Administered Tribal Areas (FATA) region into the KP Province in 2018, the constitutional status of MAs changed irreversibly. This raised hopes that the extension of constitutional rights, governance, development and mainstreaming of its five million population will be able to move the region out of its cycles of violence and conflict. However, with the Taliban takeover in Afghanistan on August 15, 2021, this tenuous peace in the MAs is coming under greater threat. One key reason for the growing conflict is the re-invigoration of violent outfits in parts of the Merged Areas, especially North and South Waziristan<sup>5</sup>. There remains an absence of community-based processes to provide restorative justice, and mechanisms to disengage and rehabilitate ex-offenders and at-risk militant youth in a manner, which is rights-based, transparent and community owned. Such processes are necessary to allow local communities to deal with the collective trauma of the conflict and move towards community led, civilian-based solutions.

Furthermore, In July 2022, the World Economic Forum released its latest report on the Gender Equality Index, encapsulating the disparities between genders in education, health, economic opportunity and political empowerment. In this latest update of the index, Pakistan ranks 145 out of 146, hence the second worst performing country in the world after Afghanistan. More specifically, Pakistan ranked 145 on economic participation and opportunity, 143 on health and survival, 135 on educational attainment and 95 on political participation. Notably, Pakistan is the country where women have the smallest share of senior, managerial and legislative roles (4.5%).

However, the Index highlights improvements, for example that despite the highest gender gap score among economic indicators (0.620), advances were reported in estimated earned income, with women's earnings increased 4% compared to 2021. In the education indicators, notably, gender parity scores for literacy, secondary and tertiary education enrolment all rose. Over the last years and decades, Pakistan has also passed **progressive legislation for women's rights**. Though most of this legislation's implementation is lagging far behind, the nomination of statutory bodies and human rights institutions focusing on women's rights, both at the federal level and in the provinces, have allowed for government-backed institutions to champion **women's rights** and to take forward the gender equality agenda autonomously. In the provinces, the formation of provincial commissions on human rights, of provincial commissions on the status of women and the nomination of ombudspersons against harassment at the workplace who are now jointly working in coordination with government departments and the civil society have initiated the creation of a self-sustainable ecosystem working on women's rights.

In conclusion, DHL intends to strengthen this ecosystem by building the capacity of these institutions, working closely with them on priority areas for the social inclusion and protection of women and vulnerable populations. This means, in the context of the 18<sup>th</sup> amendment to the Constitution of Pakistan, capacitating and supporting government departments working on these issues to provide services efficiently, leveraging the value addition provided by civil society organizations through a collaborative approach, and engaging with communities. This is even more urgent given that women and vulnerable populations' situation is frequently impacted by crises, such as the Taliban takeover in Afghanistan in August 2021, as well as hate speech and social developments. Climate change, also, is expected to have an increasing impact on people's lives, with **women and vulnerable populations** being expected to trigger further marginalization and displacement. Taking this complex environment across the diverse geographical regions of Pakistan into consideration, and the multitude of challenges needed to be overcome to improve access to rights-based development, community stabilization, social inclusion and gender equality, UNDP Pakistan's Decentralization, Human Rights and Local Governance Project proposes the following strategy.

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## II. PROJECT DEVELOPMENT AND RATIONALE

In its previous cycle, the project has been supporting national and sub-national government and non-government stakeholders to support inclusive and equitable service delivery by providing technical assistance and capacity development support to relevant federal ministries, provincial line departments, statutory bodies, civil-society and

<sup>4</sup> For e.g. Tehrik-e-Taliban Pakistan, Lashkar-e-Islam, Hafiz Gul Bahadar Group, Jammat-ur-Ahrtar, Ilays Kashmiri Group, Lashkar-e-Tayyaba (LeT) etc.

<sup>5</sup> <https://www.voanews.com/a/pakistan-growing-militant-attacks-linked-to-taliban-takeover-of-afghanistan-/6798440.html>

private sector organisations. The Project's strategy is centred on a partnership with the Resident Coordinator's Office (RCO), particularly through the UNDP's role in supporting the inter-UN Agency Human Rights Task Force (HRTF), the Inter-Agency Work Group on Gender, the Common Country Analysis (CCA) as well as close linkages with the government in the UPR process. A key aim is to support the creation of an enabling environment for accelerated access to rights, people centred justice and people centred security. The project's design and implementation strategies are centred on assisting national and sub-national stakeholders in Pakistan through interventions focusing on human rights, community stabilization, social inclusion and gender-equality to promote people centred access to rights, justice and security. Through its three main components focusing on addressing these challenges, the project aims to contribute to creating an environment of inclusive governance and rights-based development in Pakistan. Building on the previous programme cycle, key government partners include the Ministry of Human Rights, Provincial Social Welfare and Women Development Departments, National Commission for Human Rights, Ombudspersons Offices, UN Agencies, in particularly, OHCHR, UNHCR, ILO and UNWOMEN.

As a direct response to the Project's mid-term evaluation, a key target for the project is to contribute to behaviour change amongst decision makers as well as target beneficiaries for community stabilization, through disengagement and rehabilitation activities, while focusing on creating opportunities for economic empowerment. The project is guided by the principles of 'leaving no-one behind' and 'doing no harm' and particularly targets the most vulnerable and marginalized populations. However, keeping in view the sensitive nature of certain interventions, the project relies on and assumes continued support from key government authorities at national and sub-national levels during the implementation phase. The project's proposed technical support to key government stakeholders aims at enhancing the government's own capacities to provide solutions to underlying and immediate problems. Key underlying causes include state-citizen deficit, limited space for civil-society organisations in certain geographic areas and weak oversight mechanisms on implementation of rights-based policies. Immediate causes, including increased unemployment, economic loss and social exclusion of women, children, and other marginalised groups including Persons with Disabilities, transgender persons, religious and ethnic minorities are also challenges that the project aims to overcome through its interventions at the institutional and community levels.

Furthermore, through increasing citizen-state trust, creating a data-driven approach to collecting, analysing and reporting on service delivery and improving coordination between the national and sub-national stakeholders, the project aims to create an environment of unity and harmony in the country; this contributes directly to the government's mandate of increasing transparency and accountability in Pakistan. This also builds on UNDP's initiatives on promoting digital human rights data collection from Phase I of the Project – in particular the Human Rights Information Management System (HRIMS) – In Phase II of the Project UNDP will endeavour to support the federal Ministry of Human Rights and Provincial Human Rights Departments in implementation of this very important joint collaboration. UNDP will continue coordinating other UNDP Pakistan projects, including Amn-o-Insaf<sup>6</sup>, Strengthening Electoral and Legislative Processes (SELP), The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) funded by the PMU, and the Development Policy Unit (DPU), as well as the Gender Seal Team and the Gender Focal Team. This will be done to ensure there are linkages in common areas of work (peer review of AWP, implementation strategies) for the avoidance of duplication of effort. The project will also focus on strengthening linkages between its human rights, community stabilization, social inclusion and gender equality components in order to create a comprehensive programme which works towards inclusive human development and peace, thereby contributing to addressing the development challenge – this will be particularly done by ensuring vertical contributions (ROAR Reports) to Country Programme Outcomes. SDGs 5, 12 and 16 will be priority actions through the implementation period. This will be done in close coordination with the government counterparts (LPAC, PRB), to ensure that the UNDP is responding to the government's priorities (demand driven implementation), and only focuses on assisting relevant government stakeholders in the implementation of their respective mandates. Finally, UNDP will continue to refer to the Annexes (particularly Gender Analysis, Conflict Sensitivity Analysis and the Risk Analysis) of this Project Document to ensure the priorities identified therein are reflected in the Project's financing agreements, annual work plans and agreements signed with implementing partners (if any).

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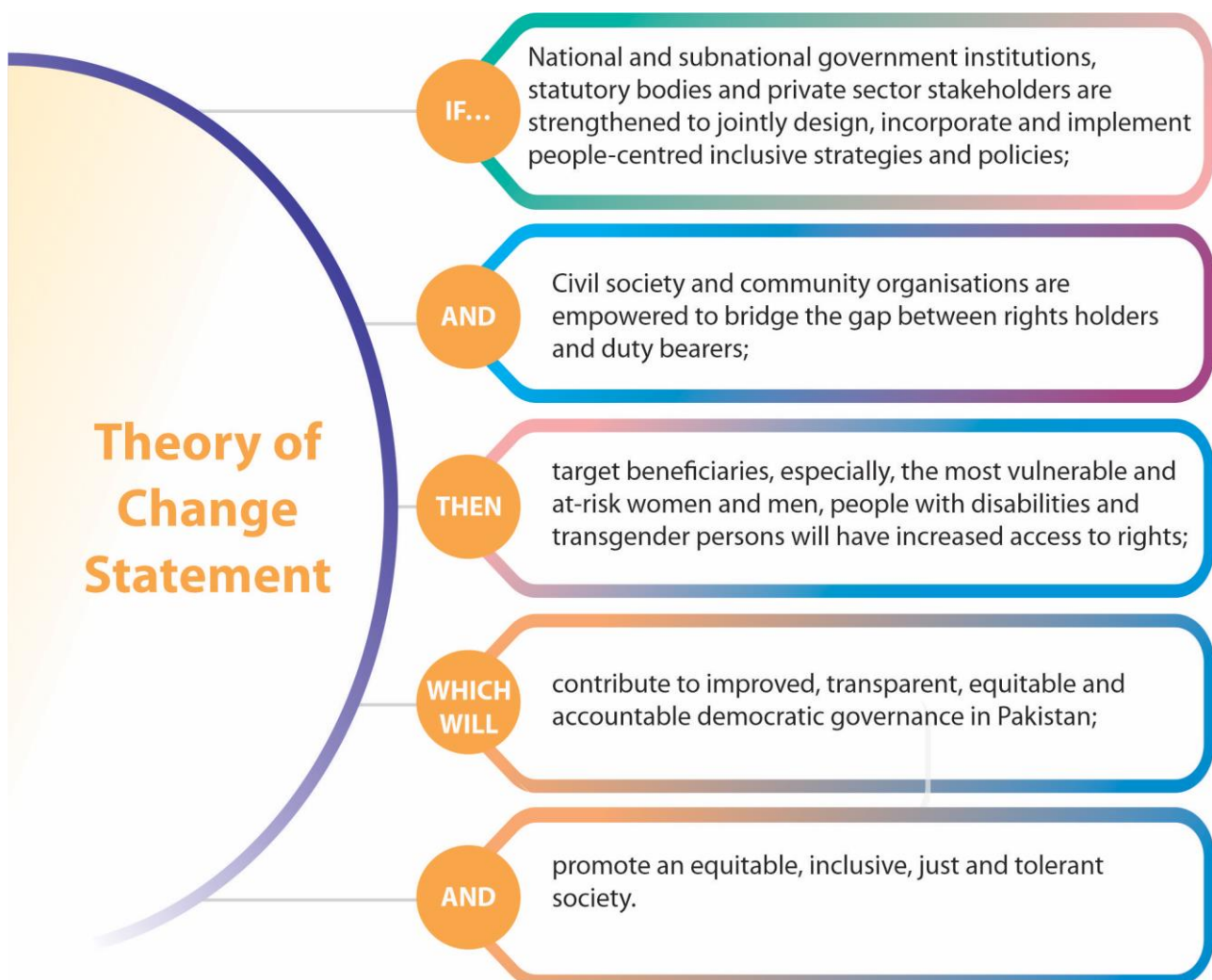
### III. STRATEGY

UNDP's strategic cooperation with key partners, including MoHR, NCHR, Provincial Human Rights, Social Welfare, Women Development and Local Government Departments will be in line with the overarching goals laid out in

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<sup>6</sup> Amn – o – Insaf Project Phase II – cross linkages to be established

UNDP's Strategic Frameworks (Strategic Plan, UNSDCF, CPD). At the global level, this work is aligned with the Global Programme on Rule of Law, Security and Human Rights, as well as the RBAP led initiatives on Promoting the rights of Persons with Disabilities as well as the Regional Programme on Business and Human Rights. Under Country Programme, UNDP Pakistan through this project will continue to promote a rights-based approach to development by working on human rights, community stabilization, people centred security and justice, and gender quality. The aim is to achieve this by leveraging existing and new partnerships at the national and sub-national levels, as well as ensuring linkages with regional and global best practices and strategies in the thematic areas identified through the three Solution Pathway.



**Figure 1: Theory of Change**

In order to address the development challenge, particularly structural issues, identified in the previous section, and to ensure the planned interventions provide solutions for these, the Project will implement activities in coordination with national and sub-national government and non-government partners through three (3) solution pathways/outputs, listed above. The technical assistance will be provided to national and sub-national government stakeholders, statutory bodies, community organisations and civil society partners with an aim to enhance in-house capacities thus leading to sustainable interventions, both in terms of replication and scaling up. Progress on the

above solution pathways will be measured through gender-sensitive indicators which are described in detail in the Results Framework. Solution pathway 3 itself will be focused on Gen 3 activities and will contribute to the dedicated Gender Outcome in the Country Programme Document (CPD).



**Figure 2: Linkages with UNSDCF and CPD**

**Solution pathway 1 (Human Rights)**

The Project’s rights-based approach to democracy building in Pakistan will focus on capacity development of institutions tasked to protect and promote basic rights, including the Ministry of Human Rights (MOHR) and the National Commission for Human Rights (NCHR)<sup>7</sup>. The project will also work towards the implementation of the first National Action Plan on Business and Human Rights (BHR) and its nexus with environmental access to justice, in close coordination with the Ministry of Human Rights, and other key government and private sector stakeholders (including Chambers of Commerce, Labour Unions etc.) This support will complement the projects’ activities at the sub-national level, which are specifically aimed at providing an inclusive environment for vulnerable and marginalized populations, especially women, girls and transgender persons and will be closely coordinated with the Environment and Climate Change Unit (ECCU).

To address the challenge of weak institutional and legal frameworks, there is a need for requisite technical knowledge, data, and expertise across the four provinces. The project will aim to capitalize on the relevant constitutional reforms which could serve as building blocks for effective transition and devolution management in Pakistan - leading to significant democratic gains. Building on the support provided by UNDP to provincial human rights, social welfare and women development departments, the project will continue to work on implementation of inclusive and rights-based policies as well as digitized data collection and reporting mechanisms to meet Pakistan’s international treaty body obligations, in coordination with MOHR, UNDP’s Regional Bureau for Asia and Pacific and the Office of the United Nations High Commissioner for Human Rights (OHCHR)<sup>8</sup>. The project will also work with provincial Social Welfare, Women Development and Local Governance Departments, in coordination with key civil society organisations for more inclusive budgeting, planning and implementation of the governments’ development plans. DHL will also leverage on its position as the chair of HRTF and informal HRWG to exchange lessons learnt, and also explore possibilities of collaboration in areas of mutual interest.

Furthermore, the project will implement an inclusive capacity development programme for government representatives as well as civil society organisations operating in the Merged Areas of KP. The project will build on in its existing model of establishing and institutionalising gender and legal aid desks (as done in Swat, Multan and Quetta in the previous cycle) in target districts across the four Provinces to facilitate dialogues with women impacted by the merged, and the subsequent political unrest in neighbouring Afghanistan to bridge the gap

<sup>7</sup>UNDP Pakistan’s Draft Work Plan for NCHR to achieve GANHRI A Grade Status  
<sup>8</sup> OHCHR Trainings on Human Rights Indicators and Treaty Body Reporting

between duty bearers and rights-holders. The project builds on UNDP's Country Programme Document to support its efforts in strengthening state institutions and systems at all levels of governance in order to provide operational substance, innovative solutions and implementation support for governance and stabilization processes.

Respect for human rights is an essential foundation that will strengthen and reinforce Pakistan's progress towards each of its adopted Sustainable Development Goals. UNDP remains a committed partner in assisting Pakistan in achieving its national and international human rights commitments while realising its Constitutional vision of becoming an ever more equitable society. Support for universal human rights is a core element of UNDP's mandate. UNDP in Pakistan has been a consistent supporter of Pakistan's national and sub-national human rights institutions as well as its civil society stakeholders and communities at grass roots levels. In a broader perspective UNDP Pakistan continues to be a critical, progressively widening partner in support of human rights, policy reform, institutional strengthening, changing attitudes and advocating for new human rights approaches from within government. All along UNDP has substantively engaged with Pakistan's human rights civil society groups and watchdog bodies, helping them to strengthen their initiatives, influence and outreach.

Through an integrated and rights-based approach to its access to justice, community stabilization and human rights interventions, DHL targets both rights-holders – with a focus on traditionally marginalized groups including women, transgender persons, and communities in fragile contexts – and duty-bearers at national and sub-national levels. In the course of the proposed programmatic framework, UNDP seeks to strengthen the capacities of institutions, stakeholders and partners to effectively fulfill their mandates at the federal level, as well as in the four provinces to protect, promote and strengthen human rights at all levels. Keeping in view Pakistan's voluntary pledges at the Human Rights Council, as well as the capacity and technical challenges faced by the government, civil society and the private sector, UNDP proposes a comprehensive package of result areas through this framework that target a range of human rights stakeholders.

Combined, these interventions contribute to a human right-enabling environment in Pakistan, accelerating rights-based development. Therefore, during the implementation period, UNDP Pakistan will work with national and sub-national stakeholders, for inclusive and effective human rights policy development, implementation, institutional development, private sector engagement and community empowerment. Therefore, UNDP's rights-based development interventions in Pakistan emphasize on technical and capacity-building support for national and sub-national institutions – along with empowering the civil society - mandated to protect and promote human rights and access to (gender) justice.

Additionally, in line with the SDGs' core principle of 'leaving no one behind,' the DHL Project commits to paying special attention to the rights of the indigenous populations in Pakistan, particularly with regards to their environmental rights and access to justice. DHL's coordinating role at the national and sub national level with human rights stakeholders, its human development paradigm, advocacy of democratic governance, and policy of mainstreaming human rights positions makes it a key partner for pursuing a more holistic approach to development, that places the most marginalized groups and their rights at the heart of its initiatives across the visioning to implementation and impact assessment continuum. Moreover, DHL's grass root presence and the relationship of trust it has with national and sub-national governments, National Human Rights Institutions (NHRIs) and civil society partners enables it to play a unique role in bringing together historically and structurally excluded stakeholders in development processes.

### **Solution pathway 2 (Community Stabilization / People Centred Security)**

Furthermore, findings from DHL's mid-term evaluation of its previous programme cycle, its implementation experience and international best practices of implementing complex programmes on community stabilization suggest that root causes of extremist tendencies in society can be efficiently addressed by directly engaging with identified vulnerable youth and providing them with the necessary means to find productive livelihoods and engagement in healthy, community centered activities<sup>9</sup>; this allows them to become actors of change in their respective communities and society. Recognizing the need for States and communities to act towards preventing violent conflict, the UN Secretary-General, in January 2016 launched the Plan of Action to Prevent Violent Extremism, which emphasizes the need for a comprehensive approach to countering terrorism and violent conflict

<sup>9</sup> 2016 Human Rights Council: Annual report of the United Nations High Commissioner for Human Rights and reports of the Office of the High Commissioner and the Secretary-General titled Promotion and protection of all human rights, civil, political, economic, social and cultural rights, including the right to development

that goes beyond “law enforcement, military or security measures to address development, good governance, human rights and humanitarian concerns”.

In this context, the proposed project aims to contribute to overcoming the challenge of growing violent tendencies in Pakistan's society through an individual-focused disengagement component and a community-focused reintegration component. Implementing the project in all four different provincial settings in Pakistan has allowed the team to strengthen its P/CVE model by testing it in different demographic, and regional settings: ethnic, sectarian, urban, rural and tribal settings. Evidence and data collected from all different phases is used to test assumptions and strengthen model development before its presentation to the government actors.

A key project goal is to build resilience and create tolerance in the communities and segments of the population vulnerable to involvement in violent activity, through promoting a people-centred approach to security. Project design includes both individual level and community level interventions. The target beneficiaries of the project are identified through Integration Support Groups (ISG) comprising of elected councillors, village elders and other community notables. This is significant as this is the only civilian-led disengagement model being implemented, which is anchored to the local government structures and elected local councillors. The project's disengagement components include context-specific psychosocial activities that strengthen the capacity of the community to support resilience to violence and contribute to overall stabilization in the target districts. The rehabilitation component is centred on basic education and skills training to improve employment opportunities for at-risk individuals. Key findings based on quantitative and qualitative data validate core principles enshrined in key UN Human Rights Resolutions on preventing and countering violent conflict that urge constructive engagement with at-risk communities and encourage PVE/CVE programs to develop community-based strategies for collective security and resilience<sup>10</sup>.

In addition, the project will engage in community-level interventions with women and girls, by adopting a community led approach to form Women Advisory Groups, Girls Peer Groups and Wider Community Integration Networks consisting of elected youth councillors, village elders, scholars and teachers, similar to the Local Level Disengagement and Rehabilitation Project Component implemented under the previous programme cycle. The project aims to enhance resilience and socio-economic stabilization of vulnerable populations through its local governance initiatives to empower youth, women and minority councillors as agents of change within their communities. The project employs a consultative process in designing the project activities which will incorporate the priorities of the Government, development partners and relevant stakeholders; the team will endeavour to scale up innovative methods of designing, implementing, monitoring and reporting on project results.

### **Solution pathway 3 (Social Inclusion and Gender Equality)**

Finally, social inclusion and gender equality are both key guiding principles and outcomes of DHL's work; a dedicated component on social inclusion and gender equality was initiated in 2018. This is when DHL started to expand its expertise on Social Inclusion and Gender Equality, as well as designed the first version of one of its signature features, the gender desk. The Merged Areas provided an excellent piloting ground for DHL's inclusion work due to the difficulty of access, which allowed DHL to develop secure mechanisms for community access and service delivery in remote and at-risk areas, as well as strong coordination at the sub-national to ensure the sustainability of initiatives. In the following years and given the success of the gender desks, DHL integrated this mechanism in other programming activities, and notably in its Local Disengagement and Rehabilitation model, contributing to its efficiency and impact. Additional gender desks were established in Swat, Karachi, Lahore, Multan and Quetta. As legal awareness, counselling and aid was highlighted as one of the main emerging needs from women in the communities, these Gender Desks had a focus on providing these services – along other referral services to governmental support and protection schemes. Further, the gender desks are playing an important role for targeted humanitarian interventions. Firstly, during COVID-19 and now as a one-stop shop for addressing the immediate needs for DHL's key populations.

During the implementation of this new generation of gender desks, the DHL team and government counterparts repeatedly highlighted the necessity for gender desks to be institutionalized within the government structure to not only increase vulnerable communities' - particularly women and transgender persons - access to people-centred

<sup>10</sup> An Individual focused and community led disengagement model: UNDP's Local Level Disengagement and Rehabilitation Pilot Project, Swat, Assessment Report, UNDP, 2019



justice but ensure that available services are accessible to the communities in the long-term after project completion. The data collected by the Gender Desks also provided a very good insight on the needs of vulnerable and marginalized women in each location. Taking further its work on improving the efficiency and access of governmental service delivery and protection for women, DHL has now designed a larger programme on gender justice tailored to vulnerable women, girls and transgender persons.

The project now looks towards expanding its inclusion portfolio and open new areas of work on social inclusion and gender equality by scaling up an innovative programme on “women with disabilities”. This will be done through a potential partnership with UN Women and the UN Partnership on the Rights of People with Disabilities (UNPRPD). The programme component will aim at carving out research on women with disabilities’ vulnerability to gender-based violence, as well as piloting a behavioral science-informed intervention to promote the employment of persons with disabilities. DHL aims at continuing its activities in this field and, in partnership with other UN agencies and development stakeholders in this field, to ensure that people with disability are socially, politically and economically empowered.

Similarly, based on its work under the Joint UN Team on Aids (JUNTA)s programme, DHL is also strengthening its programming related to the fight against stigma and discrimination faced by key populations. This will be implemented in close coordination with The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM) funded PMU at the Country Office, and will allow UNDP to provide tailored protection and referral services to key populations and persons living with HIV/AIDS in KP and Balochistan. Finally, DHL’s new frontier is to initiate gender justice work related to environmental rights and the impacts of climate change as a cornerstone of the Project’s strategy to promote and protect human rights and access to justice for all people in Pakistan. Environmental justice programming will be reaching out to rights-holders and address the fast-changing needs of the most vulnerable in society, impacted by deprivation and material losses.

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#### IV. RESULTS AND PARTNERSHIPS

##### Expected Results

In close coordination with relevant UN Agencies, International (bi-lateral and multi-lateral donors), national and sub-national governments, statutory bodies, private sector and civil-society organisations, UNDP will contribute towards achieving progress against three Key Outputs (Solution Pathways), as described in detail below. Linkages will be made to the following two Outcomes of the Country Programme Document. Output 1 and Output 2 of the Project will be linked to Outcome 1, whereas Output 3 will be linked to Outcome 4 – **all interventions under this Output 3 will be GEN 3 activities.**

##### **Project Output 1: Strengthened capacities of national and sub-national human rights stakeholders, including governments, statutory bodies, private sector and civil-society through technical capacity development and advocacy for improved rights-based development and gender-justice across Pakistan**

Freedom of religion or belief, freedom of opinion and expression, the right to peaceful assembly and the right to freedom of association are interdependent, interrelated and mutually reinforcing. They are enshrined in articles 18, 19 and 20 of the Universal Declaration of Human Rights. These rights are also enshrined in the constitution of Pakistan in Articles 36, 20 and 21 of the Constitution of Pakistan. Pakistan is also a signatory to seven core Human Rights Conventions, that emphatically evoke the Right to belief. In this programme cycle, UNDP Pakistan aims to work with duty-bearers and rights holders, particularly the most marginalised populations through technical assistance, capacity development and community-based initiatives and inter-community dialogue for protecting and promoting these rights for all people living in Pakistan.

##### **Indicator 1.1 Extent to which technical capacities of national and sub-national human rights stakeholders are enhanced for effective implementation of their respective mandates**

##### **Activity Result Area 1.1.1: Developing linkages and strengthening Right holders and duty bearer capacities**

UNDP aims to leverage on its expertise of working with most-at-risk communities by building alliances; creating linkages with duty bearers, community notables, human rights institutions as well law enforcement agencies to

identify and implement collaborative ways to promote information and access to human rights. Emphasis will be on building communities that uphold diversity, difference, dissent and dialogue as its strengths. Furthermore, respect for the integrity of the person requires states to protect the right to life and respect the prohibition of any and all kinds of ill-treatment.

In the recent months the key importance of this has been particularly highlighted in the context of Pakistan's status as hosting one of the world's largest refugee populations for more than 30 years. Presently some 1.7 million registered Afghans reside in Pakistan. Even though Pakistan is not a state party to the 1951 Refugee Convention or its 1967 protocol, it has generally respected international principles relating to refugee protection. In the wake of 15<sup>th</sup> of August, 2021 take-over of Kabul by the Taliban and consequent recent numbers of "new arrivals," – a spate of new challenges have emerged in Afghan hosting areas and amongst the communities ranging from right to physical integrity to access to health, information and legal justice. UNDP intends to support preparedness and readiness of Pakistan key institutions and stakeholders and international agencies in addressing rights of the most marginalized groups within hosting areas and hosting communities; to ensure their equal access to services and capacity building of local duty bearers – through robust and sustained engagement at national and sub-national levels.

Given Pakistan's steady and evolving attention to ensuring respect, protection, and fulfillment of basic human rights by the key populations – UNDP, in close coordination with OHCHR, UNWOMEN, and other international partners, will continue to assist all stakeholders (including Governments and NHRIs) in ensuring that it must protect most-at-risk individuals and groups against human rights abuses, and it must take positive actions through local governments for gender sensitive and climate change sensitive budgeting for clean and healthy environments. This will include supporting activities designed to minimize the impact of stigma and discrimination faced by vulnerable segments of the population.

Key Actions will include:

1. Capacity development of National Commission for Human Rights (NCHR) in fulfilling Pakistan's international human rights obligations on human rights in preparation of national periodic reports and follow ups on recommendations from UN Treaty bodies and Universal Periodic Review.
2. Train national and sub-national governments on gender-based budgeting to ensure the rule of law and promotion and protection of human rights, especially for the most-at-risk and marginalised persons.
3. Coordination and lobbying with technical support to national and sub-national to ensure that policies are aligned with national and international human rights obligations, standards and practices.
4. Train Judiciary and law enforcers in four provinces (and Gilgit Baltistan) as well as provide them technical support for them to have mechanisms in place to ensure that all women are protected from all forms of violence and exploitation including threats, abduction, sexual harassment, forced conversion and forced marriages.
5. Build measurable capacities of civil society and community-based organisations representing the most-at-risk and discriminated against groups to exercise greater agency and leverage opportunities to know and claim their rights.
6. Collaborate with most marginalised communities to enhance their security, safety, and resilience through technical assistance in developing people-centred strategies, processes and mechanisms, ensuring most-at-risk persons and groups have equitable access to and leverage on community-based provision of legal assistance, trauma counselling, psychosocial support and referrals.

**Activity Result Area 1.1.2: Raising community awareness and building capacities of duty bears on enhanced access to environmental (gender) justice**

The human rights impact of climate change, in Pakistan's context as in many other parts of the world, is a critical emerging issue that cuts across the spectrum of human right streams. That said, one of the greatest challenges to human rights, the 'triple planetary crisis' of climate change, pollution and nature loss, directly impacts a broad range of rights, including the rights to food, health, development and the very right to life. The risks and threats of this crisis affect everyone, but a person's gender, place of living, livelihood and socioeconomic situation determine the

gravity of this influence. The attention to climate change and human rights reached a crescendo at the twenty first session of the Conference of the Parties, which met in Paris in December 2015. The United Nations High Commissioner for Human Rights made a powerful statement that urgent, effective and ambitious action to protect, promote and strengthen respect for human rights amidst combat climate change challenges is not only a moral imperative, but also necessary in order to satisfy the duties of States under human rights law.<sup>iii</sup> The Special Rapporteur on human rights and the environment has also reminded States that their human rights obligations encompass climate change and urged them to adopt a rights perspective in negotiating the new agreement.<sup>iv</sup> The most important sign of the increasing attention to the relationship between climate change and human rights is the agreement adopted by the Conference of the Parties in Paris on 12 December 2015. The Paris Agreement is the first climate agreement, and one of the first environmental agreements of any kind, to explicitly recognize the relevance of human rights<sup>v</sup>.

DHL has evolved as a multi-tier and dimensional project with human rights based-approach at its core. For access to environmental gender justice in Pakistan this means addressing climate change's cross-cutting impact on human rights and empowering people, mandate holders to seek to "spur stronger action" and promote "policy coherence, legitimacy and sustainable outcomes" in national and sub-national efforts to protect the rights of persons including the indigenous populations bearing an exponentially disproportionate brunt of environmental challenges. Environmental protections fall in the ambit of several UN Sustainable Development Goals (SDGs) which Pakistan is committed to achieving. Although the Constitution of Pakistan does not explicitly list the 'right to environment' as a fundamental right, in a 1994 landmark judgement (Shehla Zia vs. WAPDA<sup>11</sup>) the Supreme Court held that the right to a clean and healthy environment was part of the fundamental right to life and dignity guaranteed in Articles 9 and 14 of the Constitution.

Reports from the UNDP and the Pakistan Council of Research in Water Resources (PCRWR) indicate that Pakistan could face absolute water scarcity by 2025<sup>12</sup> and become one of the most water-stressed countries by 2040. In Punjab, 90% of the population relies on groundwater to meet daily needs. Intensive use in recent decades is leading towards depletion and other geological hazards, all the while deteriorating water quality. Environment degradation is an existential threat to gender equality as well as women and girls' rights in Pakistan, as in other parts of the world. In Pakistan, where 60%-70% of farmers are women – or women directly dependent on natural environment for their livelihoods<sup>13</sup>, bearing an exponentially disproportionate brunt of natural calamities further constraining their access to justice, security – as well as - already restricted physical, social and fiscal resources.

In some cases, climate change is defined as contributor of gender inequality and cannot be fixed until social justice is not attained. With Pakistan's ranking of gender inequality remaining one of the lowest in the world - it slipped two spots since last year to rank 153<sup>rd</sup> out of 156 countries on the World Economic Forum's (WEF) Global Gender Gap Report 2021; environmental and climate change issues present catastrophic challenges to women and girls' wellbeing and advancement. Climate change, in Pakistan has been evidenced to aggravate gender injustice as it reduces women's ability to become financially independent, especially in rural and tribal settings where women and girls cope with pre-existing socio-economic inequality. Costs of climate issues are also unequally distributed as women in semi-urban and sub-urban settings bear the maximum cost due to socially constructed gender roles reflected in foraging for food, collecting water, fire-wood expected. This means being further impeded from access to justice, vulnerable to multiple forms of violence, being left with diminished resources-time to pay attention to their own wellness and ultimately hazarding invisibility in public discourse and decision-making.

DHL's environmental justice response aims to focus on promoting justice and accountability in environmental and climate change matters through the realisation of environmental rights and the promotion of people centred justice. Gender equality is a cross-cutting priority in this effort. This means ensuring women and girls' access to justice as a cornerstone in equipping them to uphold and enforce their rights as well as enabling people-centred institutions are key to deliver gendered responses on climate justice. This also means focusing on promoting justice and accountability in environmental justice and climate change through the realisation of environmental rights and the promotion of the environmental justice. This also includes potentially partnering with UNHCR to address the challenges faced by displaced communities, particularly those impacted by the recent floods, and similar (potential) natural disasters.

<sup>11</sup> <https://heap.unep.org/countries/pk/national-case-law/ms-shehla-zia-and-others-petitioners-v-wapda-respondents>

<sup>12</sup> <https://tribune.com.pk/story/1508063/pakistan-face-mass-droughts-2025-pcrwr>

<sup>13</sup> Gender Inequality: An Unuttered Dimension of Climate Change in Pakistan; <https://strafasia.com/gender-inequality-an-unuttered-dimension-of-climate-change-in-pakistan/>

Key Actions will include:

1. Build capacities of the most vulnerable and marginalised groups to ensure that their representation, participation and concerns are demonstrably increased in Pakistan’s environmental justice discourse.
2. Promote knowledge of best practices on environmental justice amongst duty bearers and right holders through normative and technical capacity building, with particular focus on climate change, conflict, displacement, stabilisation and building community resilience.
3. Develop a stand-alone initiative on the nexus between business and human rights and climate change; raise awareness and build capacities of relevant stakeholders to promote environmental friendly business practices, and strengthen access to remedial institutions.
4. Strengthen capacity of NHRIs on production of evidence-based documentation – such as a periodic ‘State of the Human Rights Report,’ with clear incorporation of environmental justice, for enforcing International human rights obligations on rights of the most-at-risk right holders as follow ups to national periodic reports and follow ups on recommendations from UN Treaty bodies and Universal Periodic Review.
5. Build capacity of the government and statutory institutions, to institutionalise and implement measures including facilitation and referral helplines to protect most-at-risk persons including women, girls, indigenous populations affected by conflict, as well as the local communities disproportionately impacted by climate change
6. Support NHRIs to provide rights-based and technical oversight and advice to legislative processes strengthening the legal framework particularly relevant to environmental justice discourse.
7. Provide technical support for establishing environmental legal advocacy, complaints registration and redressal and chambers at relevant national and sub-national government bodies and statutory institutions of the Child.
8. Engage with and capacitate communities (particularly women leaders) to participate in and lead new research, acting between communities and different levels of government for promotion of environmental justice.

**Indicator 1.2: Extent to which responsible business practices are developed, implemented and institutionalised for rights-based development in Pakistan****Activity Result Area 1.2.1: Governments, Chambers, Unions, Businesses and Private Sector Enterprise are oriented on and lobbied with for adoption, monitoring and reporting of the status of United Nations Guiding Principles on Business and Human Rights (UNGPs)**

Many of the human rights violations related to business activity in Pakistan continue due to three ongoing challenges. First, there are inadequate institutional mechanisms to implement relevant laws. For example, implementation of labour laws is deficient and penalties for non-compliance or violations are rarely enforced. Secondly, the reporting requirements for businesses with regards to their obligations are currently minimal and do not require them to conduct due diligence of the human rights impacts of their activities in any meaningful way. There is insufficient accountability, also, for non-reporting. Third, access to effective and timely remedy in Pakistan is difficult and complex, with the hurdles especially acute for vulnerable individuals or communities<sup>14</sup>.

To address the above institutional deficits, the Government of Pakistan launched a National Action Plan on Business and Human Rights (NAP) in September 2021. This is a policy document describing the Government’s intended legislative, policy, and institutional actions for the strengthening of human rights protections across business activity. The NAP makes several pledges applicable to the business-related human rights impacts described above, and more, and is currently in its first year of implementation. UNDP Pakistan has provided technical support to the Government of Pakistan, led by the Federal Ministry of Human Rights (MoHR), for the development of the NAP, and is now continuing its support for its implementation.

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<sup>14</sup> National Action Plan on Business and Human Rights – Sept 2021

With reference to business responsibility, increasingly, corporate human rights due diligence (HRDD) is being acknowledged globally as a core business obligation. This practice requires businesses to identify, address, and communicate human rights risks present in their direct operations as well as their value chains. Though it is welcome to observe that businesses in the global economy are beginning to implement voluntary HRDD standards and guidelines, there is also growing recognition of the need for mandatory HRDD legislation—with progress on these developments most advanced in Europe. Pakistani businesses—especially those part of global value chains—need to be cognisant of these international developments and the potential impact on their competitiveness in international markets which may increasingly reward responsible business conduct. UNDP Pakistan is currently providing introductory awareness-raising sessions and capacity-building to the private sector in Pakistan through trainings focused on improving responsible supply chains across different sectors (textile, mining etc.). A key focus in this area of work will be working with UNHCR on prioritization of the nexus between climate change and displaced populations, and in particular environmental access to gender-justice for inclusive policy development and implementation across Pakistan.

Going forward, UNDP's strategic objective is to support the sustained implementation of the United Nations Guiding Principles on Business and Human Rights (UNGPs) in Pakistan, the preeminent international framework elucidating the relationship between human rights and business activity, and the obligations of both the state and businesses. In close coordination with ILO, UNDP will build the capacity of both national and sub-national Governments towards passing rights-based legislation and policies for the protection of human rights in business activity, and corresponding strengthening of institutions to ensure their implementation. Additionally, UNDP will expand its engagement with business aimed at the advancement of responsible business conduct, especially by raising their awareness and building their technical capacity to practice HRDD.

Key Actions will include:

1. Work with Business and Human Rights Stakeholders to strengthen social protection mechanisms across Pakistan with specific focus on right to health ensuring the most marginalised persons advantage from equitable access to health care, social security, skills enhancement and learning opportunities.
2. Build normative and technical capacities of state institutions, including NHRIs, institutionalise measures to protect members of general public and most vulnerable groups (women and girls in particular) against adverse human rights and environment/climate change impacts resulting from business activity, and adopt and strengthen State instruments which promote the principles of anti-discrimination, equal opportunity, inclusion, and women's empowerment in all forms of business activity.
3. Train and build capacities of business enterprises, both private and State-owned to adopt Business and Human Rights Guiding Principles in their enterprises to measurably demonstrate and institutionalise respect for human rights across their operations and value chains, including through the adoption of ongoing human rights due diligence (HRDD) processes
4. Provide normative and technical support to state institutions, including NHRIs, ensure access to effective and timely—both judicial and non-judicial—remedial mechanisms in response to adverse environmental rights impacts resulting from business activity, and facilitate establishment and operationalisation of organisational remedial mechanisms within businesses enterprises and through other non-State mechanisms.
5. Provide technical support to Business and Human Rights stakeholders to develop a comprehensive national communication strategy for sharing understanding of why human rights are important to business communications, to integrate human rights in internal and external communications.
6. Train and build capacity of business enterprises to develop and adopt a Business Leaders Initiative (Women Leaders included) on Human Rights for rolling out of Human Rights Matrix which follows the Universal Declaration of Human Rights and other international agreements.

**Project Output 2: Conflict and post-conflict communities are stabilized through targeted technical assistance of duty bearers, social cohesion initiatives with community leaders, and psycho-social support and skills development for the promotion of people-centred security**

DHL's five-year experience of promoting community stabilization and preventing violent conflict through prioritization of people-centred security has been acknowledged widely in the community of practice within the UN

system. DHL intends to continue and deepen its focus on rights-based stabilization across the four provinces of Pakistan through mainstreaming and enhancing role of women in peace building at the local level along the following streams of work.

**Indicator 2.1: Extent to which capacities of sub-national duty bearers are enhanced for implementation of policies focusing on people-centered security**

**Activity Result Area 2.1.1: Peace building and community stabilization through capacity development of duty bearers for increased social resilience against violence**

The project will work with vulnerable communities and local governance institutions to reduce on-going conflict in different regional settings and increase resilience at all levels and work towards capacitated, responsive local governance that can nurture inclusive and peaceful communities. Community based platforms will be created under the project to work on providing safe spaces for intra community dialogues to mitigate on-going conflicts while creating new opportunities for conflict transformation through building linkages with various academia and government stakeholders. To achieve its long-term impact, UNDP will focus on a rights-based approach to prevent violence and conflict through a civilian-led methodology. This combines individual and community level interventions which strengthen societal resilience against violent tendencies and in the medium/long term contribute towards achieving the vision of peaceful, rights-based, and inclusive societies.

**Key Actions will include:**

1. Community level *Integration Support Groups (ISGs)* (50% for women and 50% for men) are formed in selected districts and are trained by UNDP to strengthen their capacity and create ownership of the disengagement and rehabilitation process
2. Capacity building of government and civil society partners in local level peace building and reconciliation mechanisms is undertaken to transform structural drivers of conflict in local conflict scenarios, providing an eco-system of support which is sustainable and embedded in local communities
3. Sub-national government representatives including teachers of local schools are trained on inclusive and rights - sensitive governance and on promoting peace and security
4. Continue engagement with national level political, security and Human Rights Institutions and Statutory bodies to share results and empirical findings on behaviour change and de-radicalization.
5. Produce peer reviewed knowledge products/learning manuals to train practitioners and streamline delivery of psycho-social support interventions

**Activity Result Area 2.1.2: Preventing and countering violent tendencies through a community-centred approach of psycho-social assistance and livelihood skills trainings to strengthen the state-society social contract**

The Project results for the past five years have underscored the importance of community-centred approach to PVE. The methodology of the model is anchored to the formation of “Integration Support Groups (ISGs)” of elected councillors, village elders, scholars and teachers. The ISGs will be developed in target districts and tasked to identify first time youth ex-offenders who will receive psycho-social support sessions and livelihood skills training in order to address their vulnerabilities arising out of their experiences in the post-conflict context. Engagement with local governance institutions especially the relevant District Governments (elected and administrative) in Project locations will be a critical component of the methodology to embed the sensitive process of disengagement and rehabilitation within communities and local governance institutions which helps restoring trust and strengthening the state-society social contract.

**Key Actions will include:**

1. Through psychometric analysis vulnerable and at-risk men and women ex-offenders are identified who are included in the program for disengagement and rehabilitation.
2. Individual and community level stakeholders of the project receive Mental Health and Psycho-Social Support (MHPSS) services designed to integrate ex-offenders into society through risk reduction and behaviour change therapies.

3. A localized, market based, and context specific rehabilitation program including basic education, skills training and job-placement is provided for target beneficiaries (in each target district) including women to rehabilitate them, change behaviour through livelihood opportunities and regenerate local economic activities.
4. Engage with Community of Practice (COP) including other UNDP Country Offices to share evidence on the benefits of UNDP adapted MHPSS tools.
5. Peer review and exchange of best practices with global, national and sub-national stakeholders on the result of Mental Health and Psycho Support Social Services (MHPSS)
6. Build trust between local governments and communities by improving the social contract, particularly through key-population sensitive budgeting and planning.

### **Activity Result Area 2.1.3: Strengthening the role women, girls and persons with non-binary genders to promote community stabilization in post-conflict situations**

UNDP's approach to community stabilization will aim to integrate gender and role of women in violent conflict both as individual actors and at the community level. Current knowledge, data and evidence from the field suggest that extreme social exclusion and victimization of women in patriarchal societies create incentives for some women to seek power and mobility by aligning with conflict actors<sup>15</sup>. Women have a key role as social influencers and agents of change in preventing/countering violent conflict. This finding is linked to the positive correlation found between social factors, family and community and facets of violent conflict. UNDP Pakistan will design specific activities contributing to SCR 1325 (WPS) including through the establishment of Gender Desks, Women Advisory Group and Girls Peer Group to expand women's role and participation in peace building and stabilization activities at the community level. These initiatives will be implemented in close coordination with local government and social welfare actors in the target provinces to ensure sustainability of the initiatives, beyond UNDP's programmatic cycle. UNDP Pakistan will also continue promoting the Mainstreaming use of psycho-social support methodologies as violence conflict reduction tools and creating opportunities for local and global knowledge sharing on PVE best practices. During the previous phase of the programme, UNDP Pakistan has shared its best practices and lessons learnt with government actors, civil-society, and other UNDP Country Offices for replication of its methodology in similar contexts.

#### Key Actions will include:

1. Women Integration Support Groups (ISGs) are formed at the local level to engage at risk young women and they are trained to strengthen their capacity and create ownership of the disengagement and rehabilitation process.
2. Role of women as peace builders and agents of change (WPS) is enhanced through setting up of high-level Women Advisory Group (WAG) to act as a bridge between duty bearers and (women) rights holders
3. Local Girls' Peer Groups are established in target communities for strengthening the eco-system of support around at-risk women. The Girls Peer Groups are trained on behaviour change communication and peace and tolerance, including dialogues and networking with statutory bodies and civil society organisations
4. Gender Desks model is scaled up and they are replicated in target districts to provide access to services and protections to women beneficiaries' and larger communities in all project locations
5. Engage local academia and think tanks to expand public spaces for discussion and dialogue on stabilization challenges in the MAs, violent conflict trends and civil society's role in expanding peace and tolerance in vulnerable settings

**Project Output 3: National and Sub-National Governments are technically equipped through policy, institutional and community level initiatives for the development and implementation people-centred, inclusive and gender-sensitive legislative, institutional and policy frameworks**

**Indicator 3.1: Extent to which key government counterparts have enhanced capacities for developing and implementing GEN 3 initiatives**

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<sup>15</sup> Swat Phase 1 Assessment – Disengagement and Rehabilitation Model

### **Activity Result Area 3.1.1: Building and strengthening a comprehensive protection ecosystem for women, girls and transgender persons**

DHL's work on inclusion of women will have an overarching objective of ensuring that all women in Pakistan are protected against gender-based violence, and, when victim of it, can be referred to a coherent system of protection, legal action and redressal (more details in Gender Analysis Annexure). Since the beginning of its social inclusion and gender equality work, DHL has designed and perfected the cornerstone of this system, the gender desk. Gender desks are mobile and culturally fluent awareness and referral mechanisms able to inform and direct women to the services they need – whether those services are related to protection, justice, security legal aid, psycho-social support or health and education related. DHL's objective is now to strengthen the entire ecosystem of protection by multiplying and institutionalizing these gender desks, ensuring the availability of women helplines, free legal aid as well as emergency and long-term sheltering services for women victim or vulnerable to gender-based violence.

#### Key Actions will include:

1. Needs based training for women and transgender persons to make them aware of the existing protection and justice mechanisms and services available to them.
2. Institutions delivering women protection and empowerment services are supported to coordinate through appropriate fora and are provided relevant trainings on changing local/national circumstances and evolving trends.
3. Relevant government institutions have the capacities to refer the most vulnerable women, girls and transgender persons to relevant mechanism/service when they reach out to for protection services.
4. Support vulnerable women and transgender persons to avail adequate shelter services without stigma

### **Activity Result Area 3.1.2: Ensuring a gender-sensitive government (national and sub-national) service delivery programme in target districts**

DHL's second priority for gender mainstreaming is to ensure that the federal and decentralised government departments provide gender-sensitive services and programmes. DHL thus aims to build the capacity and expertise of various government departments (Women Development, Social Welfare, Human Rights, Local Governance), as well as of statutory bodies (National Commission on the Status of Women, National Commission for Human Rights), in initiating, designing (always in consultation with civil society and intended beneficiaries), implementing, monitoring and reporting on services, initiatives and programmes. DHL will also aim to build the government and institutions' capacity to gather and analyze data and trends to guide their action and better respond to women's needs. This will also encompass the potential collaboration with UNWOMEN (on its gather gender-disaggregated data through its recently launched portal with NCSW).

#### Key Actions will include:

1. Governmental institutions have the capacity to gather data, identify issues and trends in women protection and empowerment.
2. State actors have the ability to develop new legislations, policies, strategies and initiatives to better answer women's needs, while including them in a meaningful way during the process.
3. Relevant Ministries and Departments are capacitated to ensure they are delivering efficient services for women protection and empowerment, ensuring their accessibility for all women and girls.
4. National and sub-national government partners are able to develop women protection and empowerment programmes and initiatives tailored to the needs of women of different communities and to effectively monitor their implementation and assess their impact.

### **Indicator 3.2: Extent to which women, girls and transgender persons have improved access to gender-justice and basic rights**

#### **Activity Result Area 3.2.1: Reduce hate speech, stigma and discrimination against vulnerable populations**



Further to its work on protecting the rights of women and girls, DHL expanded the scope of its activities to include vulnerable populations, including persons with disabilities as well as The Global Fund to Fight AIDS, Tuberculosis and Malaria or GFATM key populations (focus on gender minorities). DHL will take forward this work with the priority of addressing hate speech, stigma and discrimination against the identified populations. For people with disabilities, that also includes discrimination in accessing professional opportunities and the enforcement of provincial quotas on the employment of people with disabilities. For key populations, DHL's priority is to ensure that they have access to information, to prevention measures and treatment (when necessary), and live a life free of stigma, discrimination and violence.

Key Actions will include:

1. Disaggregated and meaningful data on women with disabilities is collected at the national and sub-national level and can inform policies and initiatives related to their integration.
2. Women with disabilities have a better access to protection mechanisms and professional opportunities. Provincial quotas on employment of people with disabilities are respected in the provinces.
3. Stigma against women and girls with disabilities is address and reduced – especially at the workplace.
4. Key populations (women, transgender persons and other gender minorities) can access information and treatment without stigma.
5. Key populations have a tailored and confidential access to psycho-social support, legal aid and justice, and emergency sheltering services.

**Activity Result Area 3.2.2: Create redressal mechanisms and responsive systems for access to environmental (gender) justice**

Another expansion of DHL's scope aims at bringing an innovative and anticipatory approach to access to justice and gender justice, with initial pilots on environmental justice – a first occurrence in Pakistan. Here, DHL's objective is to build the capacity of national and sub-national governments to identify and anticipate trends of marginalization and displacement, as well as to provide community-based and local government structures to discuss individual and group grievances related to climate change, as well as to voice them at the national and sub-national levels. Activities under this component will be implemented in close coordination with the interventions proposed under Output 1 to ensure both duty bearers and rights-holders are kept at the center of the programme's theory of change. This will also include provision of improving democratic governance mechanisms at the national and sub-national level for improved disaster management.

Key Actions will include:

1. Information about the populations (with a focus on women and girls) most vulnerable to climate change is available, and predictions can effectively anticipate trends of marginalization and displacement.
2. Target communities are able to discuss issues related to climate change and to voice them at the appropriate fora at the national and sub-national levels to improve access to people-centred environmental (gender) justice.
3. Efficient systems are built at the national and sub-national levels to address individual and group grievances, to provide relief and to guide legislative developments to protect (environmental) rights of women and other gender minorities.

**B – Potential/Proposed Partnerships**

The interventions in the DHL project are anchored in a catalytic approach, which implies working with and building the capacities of existing and new institutional structures. Building on what was already an intensively inclusive and consultative process during the previous cycle, the project activities during the upcoming programme cycle will ensure that all interventions reflect the priorities of the Federal, Provincial and Local Governments as well as statutory bodies, civil society and international development partners. The table below provides a snapshot of relevant stakeholders that will be involved during the implementation of the project strategy document

Relevant Government Partners	International Development Partners	Expected Results/Output
<ul style="list-style-type: none"> <li>• Ministry of Human Rights</li> <li>• National Commission for Human Rights</li> <li>• Ministry of Commerce</li> <li>• Ministry of Industries and Production</li> <li>• Ministry of Climate Change</li> <li>• Ministry of Overseas Pakistanis and Human Resource Development</li> </ul>	<ul style="list-style-type: none"> <li>• German Ministry for Foreign Affairs</li> <li>• Government of Japan</li> <li>• Government of Norway</li> <li>• European Union Delegation in Pakistan</li> </ul>	<p><b>Output 1:</b> Strengthened capacities of national and sub-national human rights stakeholders, including governments, statutory bodies, private sector and civil-society for improved rights-based development and gender-justice across Pakistan</p>
<ul style="list-style-type: none"> <li>• Provincial Social Welfare Departments</li> <li>• Provincial Women Development Partners</li> <li>• NACTA</li> <li>• Provincial Local Governance Departments</li> </ul>	<ul style="list-style-type: none"> <li>• German Ministry for Foreign Affairs</li> <li>• United States Agency for International Development</li> <li>• Government of Australia</li> </ul>	<p><b>Output 2:</b> Conflict and post-conflict communities are stabilized through targeted technical assistance of duty bearers, social cohesion initiatives with community leaders (especially women and girls), and psycho-social support and skills development for the promotion of people-centred security</p>
<ul style="list-style-type: none"> <li>• Provincial Social Welfare Departments</li> <li>• Ministry of Climate Change</li> <li>• Provincial Women Development Departments</li> <li>• National and Provincial Commissions on the Status of Women</li> <li>• Ombudsperson's Offices against Harassment at the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• German Ministry for Foreign Affairs</li> <li>• Government of Netherlands</li> <li>• The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)</li> </ul>	<p><b>Output 3:</b> National and Sub-National Governments are technically equipped to develop and implement people-centred, inclusive and gender-sensitive legislative, institutional and policy frameworks</p>



## D - Stakeholder Engagement

The project will work with government and civil society partners at the national and sub-national levels to ensure an inclusive approach is implemented through the planning, implementation, monitoring and reporting stages by building on and signing new agreements (including MOUs and Financing Agreements) with project partners. Furthermore, key government partners (MOHR, NCHR, Social Welfare, Women's Development) will be consulted on all key activities and the principle of "do no harm" will be kept true to during implementation of activities, especially those impacting vulnerable populations. Additionally, the project will ensure security, ethics, fraud and conflict sensitivity trainings are provided to all potential partners engaged by the project, especially for activities being implemented in high-risk areas.

Key beneficiaries include:

- All people living in Pakistan; and particularly:
  - Women and girls, as well as transgender persons;
    - Historically excluded members of communities and other marginalised groups;
    - Vulnerable and at-risk populations, with a focus on youth.
- Federal Ministries and Provincial Line Departments.
- Elected as well as administrative officials at national and sub-national level
- Civil society partners
- Academic and health institutions
- Private Sector
- Chambers of Commerce
- Labour Unions
- Climate Change actors (including Ministries and Civil-Society)
- Persons living with / susceptible to HIV/AIDS

## E - South-South and Triangular Cooperation (SSC/TrC)

- The project aims to share the best practices of its Business and Human Rights stream of work to other Country Contexts (e.g. Nepal) – this is implemented in close coordination with the Regional Bureau of Asia and Pacific (RBAP)
- Replicate and scale-up the civilian led model of disengagement and rehabilitation in other similar contexts – particularly in Asia Pacific
- Replicating the one of its kind human rights data collection, analysis and reporting tool (HRIMS)
- Exchange best practices on DHL's work on gender-justice and environmental access to justice where possible
- Share DHL's lessons learnt on its innovative programme on addressing stigma and discrimination against persons with disabilities, transgender persons and other key populations (network of gender desks, legal aid and shelters)
- DHL will work with Country Offices in Lebanon and Egypt to further explore the cooperation possibilities on preventing violent conflict and access to environmental justice respectively.

## F - Knowledge

The project will develop short films documenting the process as well as key achievements made under three Solution Pathways. This will be similar to past knowledge products (documentaries on the disengagement and rehabilitation work implemented in Swat, Multan, Quetta and Karachi) Similar films, videos and documentaries will

also be prepared to showcase project results at the national and sub-national levels under the BHR, Environmental Access to Gender Justice and the Shelter/Protection Programmes.

These will complement the external reviews and project/output evaluations (mid-term and terminal) commissioned internally as well as externally, in addition to regular blogs on the UNDP website. Additionally, the project will continue to develop weekly, monthly, bi-annual and annual reports for internal as well as external consumption. Technical programmatic knowledge products will include training manuals from the field, including on psychometric analysis, basic-literacy, transgender rights, and capacity development of national and sub-national government and non-government stakeholders. Finally knowledge products jointly developed with the Government of Pakistan (including those on BHR implementation, HRDD trainings, UPR, Treaty Body Obligations and Inter-Provincial Work Groups) will be prioritized during the programme cycle.

### **G- Sustainability and Scaling Up**

The proposed project aims to build the capacity of institutions both in terms of strengthened departments' structures and human resources. Both aspects of capacity development will support the sub-national system while no parallel systems will be created which would not be sustainable after the project's completion. The establishment of strategic partnerships within the government and with civil society organizations will provide opportunities to expand mechanisms successfully established. These initiatives will be scaled up through internal as well as external funding opportunities including those with the Global Programme on Rule of Law, Security and Human Rights, the Global Business and Human Rights, the Governments of Germany, Norway, Australia, Japan and others.

The project has piloted a number of initiatives (PVE, Gender Justice, BHR) in the previous phase in target districts/provinces which will be scaled up or replicated in other parts of the country. A key factor contributing to the success of these interventions has been the capacity development of national and sub-national governments which has led to increased ownership and sustainability of project results. The project now intends to expand these activities in target areas in all four provinces.

The leading government partner for the proposed project will be the Federal Ministry of Human Rights, through which UNDP Pakistan will also engage entities such as the Federal Ministry of Commerce, Provincial Human Rights, Labour, Industries, and Mines & Minerals Departments, Small and Medium Enterprises Authority, and Technical Education & Vocational Training authorities. Finally, the proposed project aims to build the capacity of relevant institutions while ensuring no parallel systems are created which would not be sustainable after the project's completion. The establishment of strategic partnerships within the government and private sector organisations will also provide opportunities to expand and scale up the mechanisms established during the duration of the project, such as the gender-desk model from the previous programme cycle.

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## **V. PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

Cost-effectiveness will be achieved through the cross-cutting pillar of Partnerships as existing coordination mechanisms will be strengthened, and UNDP's convener power will be leveraged to facilitate new ones. Moreover, through the Technical Committee and the Project Board, the Project intends to serve as a coordination Mechanism by bringing together development partners, direct beneficiaries, and the UN. The approach of working with a broader set of actors further helps to enhance efficiency and effectiveness, as it not only enhances harmonization but additionally contributes to the enabling environment for rights based development, with the long-term outlook of strengthening institutions and fostering ownership.

Secondly, project implementation will be grounded in the principles of "avoiding duplication" and "combining strengths and building synergies" as it will initiate assessments and analyses before activity implementation to familiarize with ongoing initiatives in related areas, assess capacities and mandates, and identify partners. With the long-term presence of the UN in the field of rights based development in Pakistan, the Project will further build on experiences from the past, capitalizing on existing partnerships and knowledge to elevate future assistance.

Lastly, cost-effectiveness has been ensured by aligning the project pillars and outputs with both the national priorities set by the Government and the priorities of UNDP and the UN more broadly, as laid out in the Country Programme Document (CPD) and the United Nations Development Cooperation Framework Guidance (UNSDCF). Simultaneously, the higher order results have been embedded in the Project as the pillars were derived from SDG 16.

## **Project Management**

The DHL Project is part of UNDP's Democratic Governance Unit (DGU) which aims to support democratic development and promotion and protection access to justice in Pakistan. The unit works towards improved governance at national and sub-national to support the devolution and decentralization objectives by strengthening transparency and accountability through strengthening state institutions capacity to deliver basic services to citizens, while improving eco and gender footprints.

The project will be implemented in the federal capital as well as in all four provinces; the project does not aim to establish a permanent office in any of the provinces, however, the project will plan and implement its activities in close coordination with UNDP's sub-offices as well as other projects operational in these geographic and thematic areas, particularly the Merged Areas Project, the Amn-o-Insaf Project, the Strengthening Electoral and Legislative Processes Project and UNDP's Crisis Prevention and Recovery Team, specifically the GFATM, and the Sustainable Development Goals (SDGs) Projects. Furthermore, the project aims to establish linkages with UNHCR, IOM, ILO, UNWOMEN and OHCHR's programmes in similar thematic and geographical areas. These partnerships and collaborations will lead to cost efficiency and effectiveness by avoiding duplication of efforts.

The Project Management team (led by the CTA) will be responsible for implementing the recommendations of the Project Review Board (PRB), preparing and implementing the Annual Work Plan and periodic progress reports. The CTA has the responsibility to report regularly on this progress to ARR, DGU and other project stakeholders. The DGU Programme Analyst under the guidance of ARR, DGU, will ensure quality assurance and provide oversight on project results and utilisation of resources. DHL will have a dedicated Monitoring Officer to collect and report progress of activities and results achieved under the project outputs as well as reporting on project contributions towards CPD Outputs and Outcome. The CTA will manage all contracts/programming instruments with third parties, maintain communication with them and follow up on their reporting requirements as per the overall project monitoring and reporting framework. The Project staff will be based at the UNDP Country Office in Islamabad.

The project will be executed with the Direct Implementation Modality (DIM), and the UNDP Country Office teams (DGU, MSU) will jointly define responsibilities for: a) planning and supervising project activities and taking decisions; b) Quality Assurance and Oversight, c) Project Risk management including mitigation, d) technical and operational support for implementation of activities; e) monitoring progress and f) commissioning project decentralised evaluation etc. The DIM modality will promote local ownership of results, institutional strengthening through capacity development of government/local stakeholders, south-to-south collaboration, and innovation and learning within UNDP.

Through the DIM modality, UNDP will apply its technical and administrative capacity to assume the responsibility for mobilizing and providing the required inputs to reach the expected outputs. Accordingly, UNDP will follow all policies and procedures established for its programme and operations. The DIM modality will enable UNDP to engage with Responsible Parties/vendors, as well as other UN Agencies based on a written agreement or contract to purchase goods or provide services using the project budget. The Responsible Parties/vendors may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties/vendors are directly accountable to UNDP following the terms of their agreement or contract with UNDP (see Section X Risk Management for legal obligations applicable on Responsible Parties and Vendors).

As further detailed below under the Governance and Management Arrangements, the Project Review Board (PRB) will provide strategic guidance and oversight to the Project, with quality assurance, technical discussions, and recommended priorities being provided by the Technical Committee. The composition of these committees will ensure that Project is aligned, responsive, and sensitive to national priorities.

UNDP will ensure that communication and visibility are integrated into project activities (more details in the knowledge products section). The program will detail an agreed communications and visibility strategy, objectives, and activities, including allocated financial resources. UNDP will report on implementing the communication and visibility plan under its standard reporting requirements. As much as possible, a common logo for marketing and branding will be employed as agreed by contributing partners. Subject to the specific Contribution Agreements, a common logo that emphasizes the role of the national actors' identity with the less prominent display of logos of contributing development partners will be the approach. The purpose of this approach is to emphasize sovereign ownership and enhance institutional images while still recognizing the contributions of development partners. In public statements or press releases for the Project, donors will be recognized and acknowledged as funding the Project.

**VI. RESULTS FRAMEWORK<sup>16</sup>****Intended Outcome as stated in the UNDAF Programme Results and Resource Framework:**

UNSDCF OUTCOME 5 INVOLVING UNDP CPD#1: *By 2027, the people in Pakistan, especially women, children, the most vulnerable and marginalised, have increased access to fundamental rights, gender equality and fundamental freedom through inclusive, accountable, effective and evidence driven governance systems and rule of law institutions at all levels of government, contributing to good governance and stability*

UNSDCF OUTCOME 2 INVOLVING UNDP CPD# 4: *By 2027, more women and girls at greatest risk of being left behind, are able to benefit from and contribute to an environment in which they are empowered to exercise their fundamental rights, agency and decision-making power over all aspects, towards lives free from all forms of discrimination, violence and harmful practices.*

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

**UNSDF indicator:** 5.1. Government effectiveness, the rule of law, political stability and accountability, as measured by the World Bank's Worldwide Governance Indicators

**Baseline:** World Bank Worldwide Governance Indicators' estimates for Pakistan (2020) • Government effectiveness: -0.5 • Political stability: -1.85 • Rule of law: - 0.7 • Voice and accountability: -0.88

**Target:** World Bank Worldwide Governance Indicators' estimates for Pakistan (2027) • Government effectiveness: -0.3 • Political stability: - 1.00 • Rule of law: -0.5 • Voice and accountability: -0.5

**Applicable Output(s) from the UNDP Strategic Plan (2022-2025):**

*SP Output 1.1: Open, agile, accountable and future-ready governance institutions and systems in place to co-create and deliver solutions to accelerate transparent and equitable service delivery and SDG achievement. (Project Output 2)*

*SP Output 1.2: Justice system is more accessible, efficient and affordable. (Project Output 1 Primary, Project Output 3 Secondary)*

*Output 4.1. Empowerment of women, girls, transgender persons and vulnerable and institutional leadership is promoted through gender-responsive policies, programmes, strategies and instruments through the provision of public and private financing and institutional development and strengthening (Project Output 3 Primary, Project Output 2 Secondary)*

<sup>16</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.



Project title and Atlas Project Number: Decentralization, Human Rights and Local Governance Project: 00070684									
EXPECTED OUTPUT	OUTPUT INDICATORS	DATA SOURCE	Baseline			TARGETS (by frequency of data collection)			
			Value	Year 1 (12 months)	Year 2 (12 months)	Year 3 (12 months)	Year 4 (12 months)	Year 5 (12 months)	FINAL (60 months)
<p><b>Output 1:</b> Strengthened capacities of national and sub-national human rights stakeholders, including government bodies, private sector and civil-society through technical capacity development and advocacy for improved rights-based development and gender-justice across Pakistan</p>	<p><b>Indicator 1.1: Extent to which technical capacities of national and sub-national human rights stakeholders are enhanced for effective implementation of their respective mandates</b></p> <p><i>Scale:</i> Scale Item 1: No capacity</p> <p>NCHR Has no GANHRI A Grade Work Plan; MOHR has no annual work plan on implementing its mandate; 4 Provincial Human Rights Departments do not have their respective policies and implementation frameworks in place.</p> <p>Scale Item 2: Very Partial Capacity:</p> <p>3 Work Plans exist – Quarterly trainings</p>	<p>Workshop reports, Pre and Post training assessments</p>	<p>Scale Item 1: No capacity</p> <p>NCHR Has no GANHRI A Grade Work Plan; MOHR has no annual work plan on implementing its mandate; 4 Provincial Human Rights Departments do not have their respective policies and implementation frameworks in place.</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>3 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>3 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>3 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p>

	<p>conducted to implement work plans, policies and implementation frameworks</p> <p>Scale Item 3: Capacity Largely in Place</p> <p>6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks</p> <p><b>Baseline</b> 1: No capacity</p> <p><b>Target</b> 2: Very Partial Capacity</p>								
<p><b>Indicator 1.2: Extent to which responsible business practices are developed, implemented and institutionalised for rights-based development in Pakistan</b></p> <p>Scale: Scale Item1: No capacity:</p>	<p>Progress against National Action Plan on BHR AWP, Training Reports, Assessments, Evaluations</p>	<p>Scale Item 1: No capacity</p> <p>National Action Plan Exists – but no actions implemented; Steering Committee notified</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>20% of key recommendations of the National Action Plan Implemented; Provincial Steering Committees</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>20% of key recommendations of the National Action Plan Implemented; Provincial Steering Committees</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>20% of key recommendations of the National Action Plan Implemented; Provincial Steering Committees</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>50% actions in the first NAP are implemented; National/Sub-national government incorporates mandatory</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>50% actions in the first NAP are implemented; National/Sub-national government incorporates mandatory</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>50% actions in the first NAP are implemented; National/Sub-national government incorporates mandatory</p>	<p>Scale Item 3: Capacity Largely in Place</p> <p>50% actions in the first NAP are implemented; National/Sub-national government incorporates mandatory</p>

	<p>National Action Plan Exists – but no actions implemented; Steering Committee notified</p> <p>Scale Item 2: Very Partial Capacity</p> <p>20% of key recommendations of the National Action Plan Implemented; Provincial Steering Committees formed to take forward sub-national implementation; Government engagement with labour unions, chamber unions and private sector and corporate human rights due diligence increased</p> <p>Scale Item 3: Capacity Largely in Place</p> <p>50% actions in the first NAP are implemented; National/Sub-national government incorporates mandatory human rights due diligence to</p>			<p>formed to take forward sub-national implementation; Government engagement with labour unions, chamber unions and private sector and corporate human rights due diligence increased</p>	<p>formed to take forward sub-national implementation; Government engagement with labour unions, chamber unions and private sector and corporate human rights due diligence increased</p>	<p>formed to take forward sub-national implementation; Government engagement with labour unions, chamber unions and private sector and corporate human rights due diligence increased</p>	<p>human rights due diligence to some extent in its policies/legislations</p>	<p>human rights due diligence to some extent in its policies/legislations</p>	<p>human rights due diligence to some extent in its policies/legislations</p>
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	some extent in its polices/legislations  <b>Baseline</b> Scale Item 1: No capacity  <b>Target</b> Scale Item 2: Very Partial Capacity								
<b>Output 2:</b> Conflict and post-conflict communities are stabilized through targeted technical assistance of duty bearers, social cohesion initiatives with community leaders, and psycho-social support and skills development for the promotion	<b>Indicator 2.1: Extent to which capacities of sub-national duty bearers are enhanced for implementation of policies focusing on people-centered security</b>  <i>Scale:</i> Scale Item 1: No capacity Provincial Local Government and Women Development Departments in all four provinces have no dedicated staff or on-going programmes on disengagement, rehabilitation or people-centred security	Training reports, mid-term evaluations, external assessments	Scale Item 1: No capacity  Provincial Local Government and Women Development Departments in all four provinces have no dedicated staff or on-going programmes on disengagement, rehabilitation or people-	Scale Item 1: No capacity  Provincial Local Government and Women Development Departments in all four provinces have no dedicated staff or on-going programmes on disengagement, rehabilitation or people-centred security	Scale Item 2: Very Partial Capacity  Provincial Social Welfare and Women Development Departments have been trained on UNDP's community stabilization model; Psycho-social support programmes initiated in target districts – some academia engaged and trained;	Scale Item 2: Very Partial Capacity  Provincial Social Welfare and Women Development Departments have been trained on UNDP's community stabilization model; Psycho-social support programmes initiated in target districts – some academia engaged and trained;	Scale Item 2: Very Partial Capacity  Provincial Social Welfare and Women Development Departments have been trained on UNDP's community stabilization model; Psycho-social support programmes initiated in target districts – some academia engaged and trained;	Scale Item 3: Capacity Largely in Place  Provincial gov. counterparts initiate a self-sustainable programme on people centred security (including psycho-social support and skills trainings)  Community organisations (including civil-society) have capacities to directly engage	Scale Item 3: Capacity Largely in Place  Provincial gov. counterparts initiate a self-sustainable programme on people centred security (including psycho-social support and skills trainings)  Community organisations (including civil-society) have capacities to directly engage

<p>of people-centred security</p>	<p>Scale Item 2: Very Partial Capacity</p> <p>Provincial Social Welfare and Women Development Departments have been trained on UNDP's community stabilization model; Psycho-social support programmes initiated in target districts – some academia engaged and trained; Livelihood Skills trainings programmes for vulnerable youth started</p> <p>Scale Item 3: Capacity Largely in Place</p> <p>Provincial gov. counterparts initiate a self-sustainable programme on people centred security (including psycho-social support and skills trainings)</p> <p>Community organisations (including civil-society) have capacities to directly engage with vulnerable youth (including transgender persons, women and persons with disabilities) to increase their knowledge and understanding on peace, tolerance and meaningful employment</p>		<p>centred security</p>		<p>Livelihood Skills trainings programmes for vulnerable youth started</p>	<p>Livelihood Skills trainings programmes for vulnerable youth started</p>	<p>Livelihood Skills trainings programmes for vulnerable youth started</p>	<p>with vulnerable youth (including transgender persons, women and persons with disabilities) to increase their knowledge and understanding on peace, tolerance and meaningful employment</p>	<p>with vulnerable youth (including transgender persons, women and persons with disabilities) to increase their knowledge and understanding on peace, tolerance and meaningful employment</p>
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	<b>Baseline</b> Scale Item 1: No capacity								
	<b>Target</b> Scale Item 2: Very Partial Capacity								
<b>Output 3:</b> National and Sub-National Governments are technically equipped through policy, institutional and community level initiatives for the development and implementation people-centred, inclusive and gender-sensitive legislative, institutional and policy frameworks	<b>Indicator 3.1: Extent to which key government counterparts have enhanced capacities for developing and implementing GEN 3 initiatives</b>  <i>Scale:</i> 1: No capacity Provincial Women Development and Social Welfare Departments have lack of clarity on mandates and implementation strategies; Provincial Dar-ul-Amans do not have capacities to offer protection services; NHRIs do not have capacities to protect rights of women and girls through redressal mechanisms  2: Very Partial Capacity  Provincial Women Development and Social	Training reports, mid-term evaluations, external assessments	<i>Scale item 1:</i> No capacity  Provincial Women Development and Social Welfare Departments have lack of clarity on mandates and implementation strategies; Provincial Dar-ul-Amans do not have capacities to offer protection services; NHRIs do not have capacities to protect rights of women and	<i>Scale item 1:</i> No capacity  Provincial Women Development and Social Welfare Departments have lack of clarity on mandates and implementation strategies; Provincial Dar-ul-Amans do not have capacities to offer protection services; NHRIs do not have capacities to protect rights of women and girls through redressal mechanisms	Scale Item 2: Very Partial Capacity:  Provincial Women Development and Social Welfare Departments are supported to initiate implementation of social inclusion, gender equality and transgender protection programmes; Dar-ul-Amans and Shelters are supported to initiate protection services for vulnerable and at-risk women and	Scale Item 2: Very Partial Capacity:  Provincial Women Development and Social Welfare Departments are supported to initiate implementation of social inclusion, gender equality and transgender protection programmes; Dar-ul-Amans and Shelters are supported to initiate protection services for vulnerable and at-risk women and	Scale Item 2: Very Partial Capacity:  Provincial Women Development and Social Welfare Departments are supported to initiate implementation of social inclusion, gender equality and transgender protection programmes; Dar-ul-Amans and Shelters are supported to initiate protection services for vulnerable and at-risk women and	Scale Item 3: Capacity Largely in Place  Process to draft province specific gender equality policies is initiated; Protection centres and Dar-ul-Amans have direct budget lines in provincial departments' development plans to ensure sustainability and institutionalisation of UNDP efforts	Scale Item 3: Capacity Largely in Place  Process to draft province specific gender equality policies is initiated; Protection centres and Dar-ul-Amans have direct budget lines in provincial departments' development plans to ensure sustainability and institutionalisation of UNDP efforts

	<p>Welfare Departments are supported to initiate implementation of social inclusion, gender equality and transgender protection programmes; Dar-ul-Amans and Shelters are supported to initiate protection services for vulnerable and at-risk women and transgender persons</p> <p>3: Capacity Largely in Place</p> <p>Process to draft province specific 4 gender equality policies is initiated; Protection centres and Dar-ul-Amans have direct budget lines in provincial departments' development plans to ensure sustainability and institutionalisation of UNDP efforts</p> <p><b>Baseline</b></p> <p>1: No capacity</p> <p><b>Target</b></p> <p>2: Very Partial Capacity</p>		girls through redressal mechanisms		transgender persons	transgender persons	transgender persons		
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	<p><b><u>Indicator 3.2: Extent to which women, girls and transgender persons have improved access to gender-justice and basic rights</u></b></p> <p>Scale: Scale Item 1: No access Women, girls and transgender persons face a lack of information and access to justice, including environmental and gender justice (weak legal processes, no gender desks, no protection centres)</p> <p>Scale Item 2: Very Partial Access Provincial governments initiate development of province-specific protection strategies and communication campaigns; Development of dedicated helplines, legal and rights-based aid desks, and protection shelters initiated</p>	<p>Training reports, mid-term evaluations, external assessments</p>	<p>Scale Item 1: No access Women, girls and transgender persons face a lack of information and access to justice, including environmental and gender justice (weak legal processes, no gender desks, no protection centres)</p>	<p>Scale Item 2: Very Partial Access Provincial governments initiate development of province-specific protection strategies and communication campaigns; Development of dedicated helplines, legal and rights-based aid desks, and protection shelters initiated</p>	<p>Scale Item 2: Very Partial Access Provincial governments initiate development of province-specific protection strategies and communication campaigns; Development of dedicated helplines, legal and rights-based aid desks, and protection shelters initiated</p>	<p>Scale Item 3: Partial Access Provincial governments develop province-specific protection strategies particularly aimed at transgender persons; Operationalisation of dedicated helplines, legal and rights-based aid desks, and protection shelters</p>	<p>Scale Item 3: Partial Access Provincial governments develop province-specific protection strategies particularly aimed at transgender persons; Operationalisation of dedicated helplines, legal and rights-based aid desks, and protection shelters</p>	<p>Scale Item 4: More than Partial Access Provincial governments implement province-specific protection strategies particularly aimed at transgender persons; Regular monitoring and oversight of dedicated helplines, legal and rights-based aid desks, and protection shelters</p>	<p>Scale Item 4: More than Partial Access Provincial governments implement province-specific protection strategies particularly aimed at transgender persons; Regular monitoring and oversight of dedicated helplines, legal and rights-based aid desks, and protection shelters</p>
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	<p>Scale Item 3: Partial Access</p> <p>Provincial governments develop province-specific protection strategies particularly aimed at transgender persons; Operationalisation of dedicated helplines, legal and rights-based aid desks, and protection shelters</p> <p>Scale Item 4: More than Partial Access</p> <p>Provincial governments implement province-specific protection strategies particularly aimed at transgender persons; Regular monitoring and oversight of dedicated helplines, legal and rights-based aid desks, and protection shelters</p> <p><b>Baseline</b></p> <p>Scale:</p> <p>Scale Item 1: No access</p> <p><b>Target</b></p> <p>Scale Item 2: Very Partial Access</p>								
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**VII. MONITORING AND EVALUATION**

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

**Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		0
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes tracking measures and plans that may have been required per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Annual	Risks are identified by project management, and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		5000
<b>Learn</b>	Knowledge, good practices, and lessons will be captured regularly and actively sourced from other projects and partners and integrated into the Project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		5000
<b>Annual Project Quality Assurance</b>	The quality of the Project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the Project.	Every 2 years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		10000
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision-making.	Annual	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.		0
<b>Project Report</b>	A progress report will be presented to the Project Board and critical stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary,	Annually and at the end of the Project (final report)			10000

	an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
<b>Project Review (Project Board)</b>	The Project's governance Mechanism (i.e., project board) will hold regular project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and socializing project results and lessons learned with relevant audiences.	Annual	Any quality concerns or slower than expected progress should be discussed by the project board, and management actions agreed to address the issues identified.		25000

### Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Evaluation	UNDP	2	1, 4	2025	Ministry of Human Rights, National Commission for Human Rights, Social Welfare Departments	30,000
End-of-term Evaluation	UNDP	2	1,4	2027	Ministry of Human Rights, National Commission for Human Rights, Social Welfare Departments	30,000

**VIII. MULTI-YEAR WORK PLAN (INCLUDING PIPELINE)**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)					RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025	2026	2027		Funding Source	Budget Description	Amount (USD)
<b>Output 1:</b> Strengthened capacities of national and sub-national human rights stakeholders, including governments, statutory bodies, private sector and civil-society for improved rights-based development and gender-justice across Pakistan	<b>Activity 1.1.1:</b> Human Rights Stakeholders are trained on effective implementing their respective mandates	150,000 Funding Available (10,000)	150,000	200,000	250,000	250,000	UNDP	Japan, GMFA, Norway, TRAC	Technical Assistance/Training Activities, Workshops, Research	1,000,000
	<b>Activity 1.1.2:</b> Informed and empowered communities collaborate with and hold systems and duty bearers accountable for mitigating climate change based human rights challenges and access to environmental (gender) justice	150,000 Funding Available (21,667)	150,000	200,000	250,000	250,000	UNDP	GMFA, Norway, TRAC	Technical Assistance/Training Activities, Workshops, Research	1,000,000

	<b>Activity 1.2.1:</b> Governments, Chambers, Unions, Businesses and Private Sector Enterprise are oriented on and lobbied with for adoption, monitoring and reporting of the status of United Nations Guiding Principles on Business and Human Rights (UNGPs)	100,000  Funding Available (100,000)	100,000	100,000	100,000	100,000	UNDP	Japan, GMFA, Norway, TRAC	Technical Assistance/Training Activities, Workshops, Research	500,000
	<b>SUBTOTAL</b>	<b>400,000</b>	<b>400,000</b>	<b>500,000</b>	<b>600,000</b>	<b>600,000</b>	<b>TOTAL</b>			<b>2,500,000</b>
<b>Output 2:</b> Conflict and post-conflict communities are stabilized through targeted technical assistance of duty bearers, social cohesion initiatives with community leaders	<b>Activity 2.1.1:</b> Peace building and community stabilization through capacity development of duty bearers for increased social resilience against violence	150,000  Funding Available (50,000)	150,000	200,000	250,000	250,000	UNDP	Australia, GMFA, TRAC	Training Activities, Workshops, Research, Skills Trainings	1,000,000
	<b>Activity 2.1.2:</b> Preventing and countering	125,000  Funding Available	125,000	250,000	250,000	250,000	UNDP	Australia, GMFA, TRAC	Training Activities, Workshops, Research, Skills Trainings	1,000,000

(especially women and girls), and psycho-social support and skills development for the promotion of people-centred security	violent tendencies through a community-centred approach of psycho-social assistance and livelihood skills trainings to strengthen the state-society social contract	(50,000)								
	<b>Activity 2.1.3:</b> Strengthening the role women, girls and persons with non-binary genders to promote community stabilization in post-conflict situations	75,000 Funding Available (50,000)	75,000	100,000	125,000	125,000	UNDP	Australia, GMFA, TRAC	Training Activities, Workshops, Research, Skills Trainings	500,000
	<b>SUBTOTAL</b>	<b>350,000</b>	<b>350,000</b>	<b>550,000</b>	<b>625,000</b>	<b>625,000</b>	<b>TOTAL</b>			2,500,000
<b>Output 3:</b> National and Sub-National Governments are technically equipped to develop and implement people-	<b>Activity 3.1.1:</b> Building and strengthening a comprehensive and proactive protection ecosystem for women and girls	75,000 Funding Available (10,000)	75,000	100,000	125,000	125,000	UNDP	Australia, GMFA, Norway, UNPRPD, TRAC	Training Activities, Workshops, Research, Technical Assistance	500,000

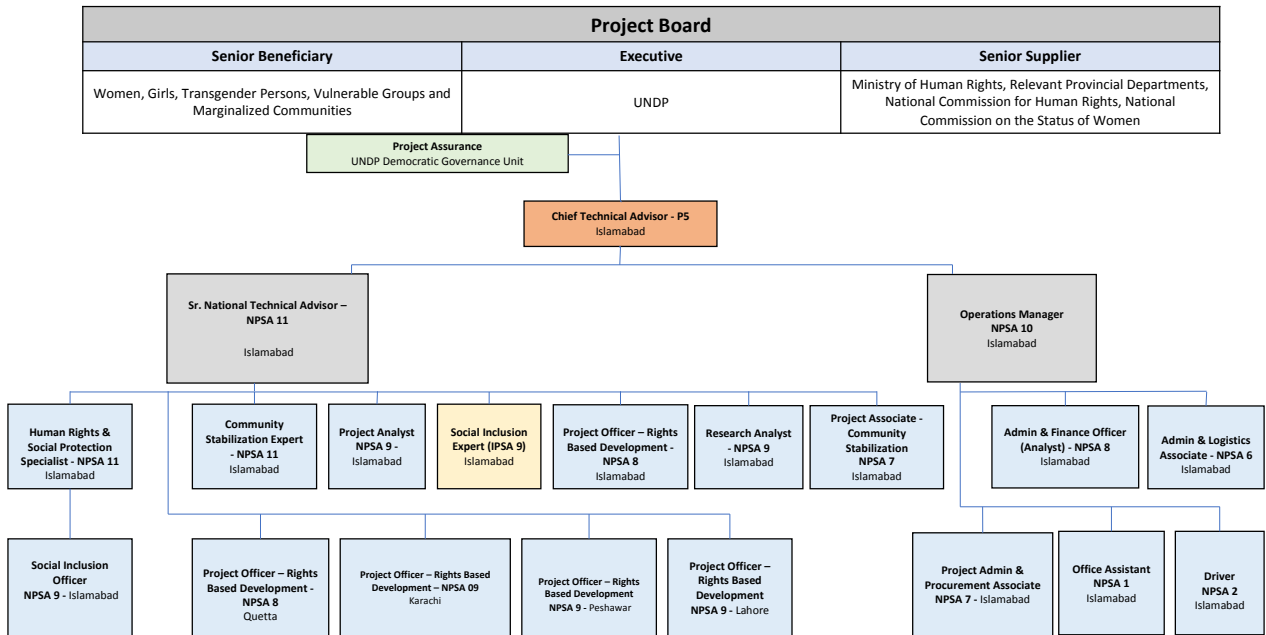
centred, inclusive and gender-sensitive legislative, institutional and policy frameworks	<b>Activity 3.1.2:</b> Ensuring a gender-sensitive government (national and sub-national) service delivery programme in target districts	150,000 Funding Available (10,000)	150,000	200,000	250,000	250,000	UNDP	Australia, GMFA, Norway, UNPRPD, TRAC	Training Activities, Workshops, Research, Technical Assistance	1,000,000
	<b>Activity 3.2.1:</b> Reduce hate speech, stigma and discrimination against vulnerable populations	75,000 Funding Available (10,000)	75,000	100,000	125,000	125,000	UNDP	Australia, GMFA, Norway, UNPRPD, TRAC	Training Activities, Workshops, Research, Technical Assistance	500,000
	<b>Activity 3.2.2:</b> Create redressal mechanisms and responsive systems access to environmental (gender) justice	75,000 Funding Available (10,000)	75,000	100,000	125,000	125,000	UNDP	Australia, GMFA, Norway, UNPRPD, TRAC	Training Activities, Workshops, Research, Technical Assistance	500,000
	<b>SUBTOTAL</b>	<b>375,000</b>	<b>375,000</b>	<b>500,000</b>	<b>625,000</b>	<b>625,000</b>	<b>TOTAL</b>			<b>2,500,000</b>
	<b>SUBTOTAL</b>	<b>1,125,000</b>	<b>1,125,000</b>	<b>1,550,000</b>	<b>1,850,000</b>	<b>1,850,000</b>	<b>TOTAL</b>			<b>7,500,000</b>
Staffing and operations, including DPC		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>				<b>5,000,000</b>
<b>TOTAL</b>		<b>2,125,000</b>	<b>2,125,000</b>	<b>2,550,000</b>	<b>2,850,000</b>	<b>2,850,000</b>				<b>12,500,000</b>



	<b>GMS 8%</b>	170,000	170,000	204,000	228,000	228,000		1,000,000
	<b>TOTAL</b>						<b>TOTAL</b>	<b>13,500,000</b>

**IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

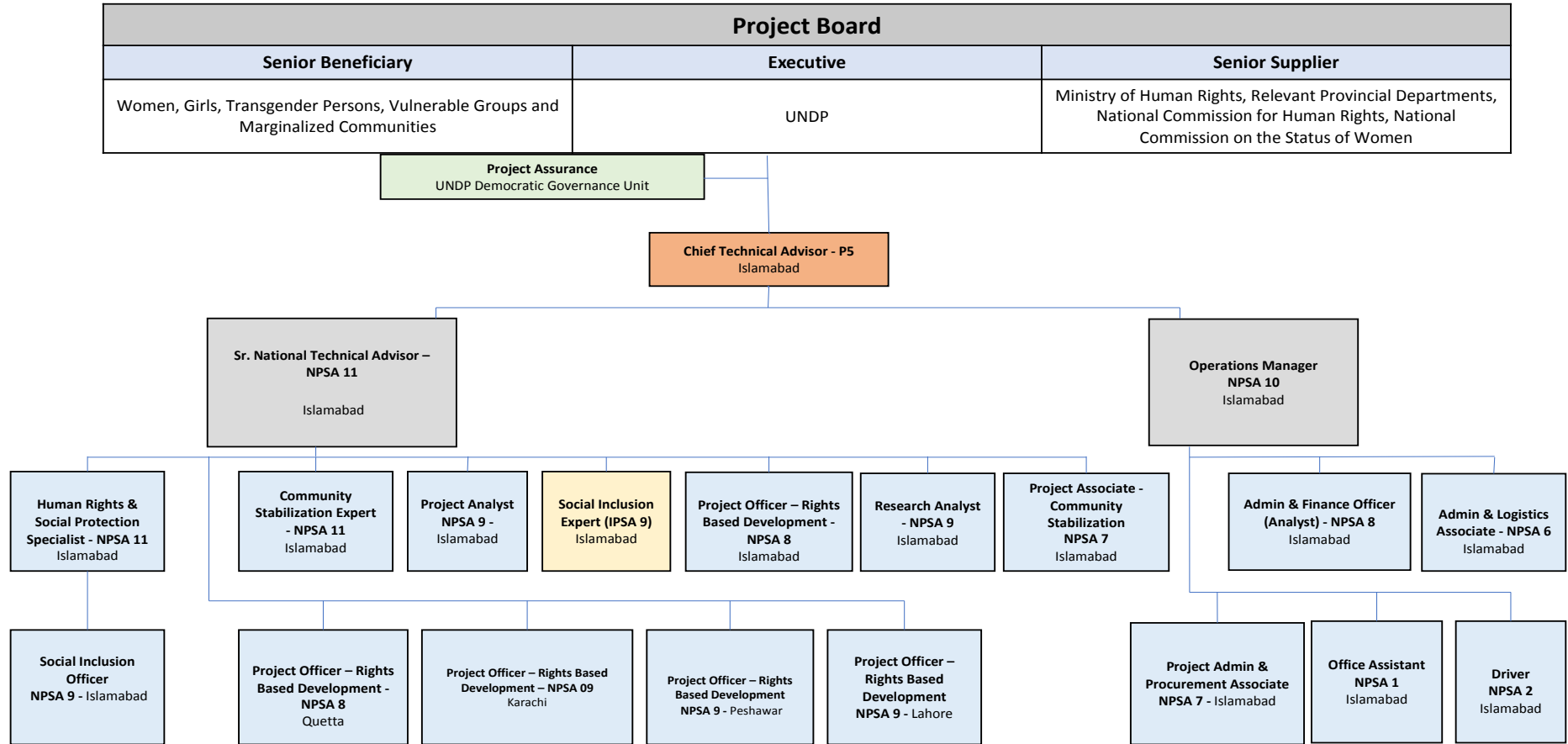
The Project will be implemented directly by UNDP under a DIM modality in close collaboration with national and sub-national partners, and will formally commence after approval and formal signature by the Government of Pakistan (GoP) and UNDP. The Democratic Governance Unit at UNDP Pakistan will provide quality assurance and oversight role in accordance with UNDP Programme and Operations Policies and Procedure (POPP), working closely with other relevant project teams within the Country Office. The principal institutional beneficiaries of the Project are the Ministry of Human Rights, Provincial Human Rights, Social Welfare, Women Development and Local Governance Departments, civil-society and private sector stakeholders.



Rana Kaiser Ishaque – ARR DGU

Aliona Niculita – DRR

## PROJECT ORGANOGRAM Decentralization, Human Rights and Local Governance Project



Rana Kaiser Ishaque – ARR DGU

Aliona Niculita – DRR

## Project Review Board (PRB) Terms of Reference

1. All UNDP programmes and projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and address implementation issues to ensure quality delivery of results. In crisis contexts where constraints prevent the government from being able to participate in relevant programme and/or project boards, the Regional Bureau can grant approval for modified oversight mechanisms, taking risks and stakeholders into account.
2. Programme oversight occurs through the country programme board, which is typically the joint national/UN steering committee used to monitor the Cooperation Framework but may be a dedicated board for the UNDP country programme. The board is a mechanism for consultation and consensus-based decision-making on programme issues. It is responsible for oversight of UNDP country programme implementation as well as its contribution to the Cooperation Framework. The board, at a minimum, comprises the heads (or their designated representatives) of the government coordinating agency and UNDP Resident Representative or head of office. If consensus cannot be reached within the joint national/UN steering committee, final authority on programmatic and financial decisions rests with the Resident Representative.
3. If the country does not have a Cooperation Framework, a national mechanism for programme oversight should be used, if one exists. In all other cases, including for global and regional programmes, a UNDP programme board must be set up for programme oversight.
4. To acknowledge the national ownership of all development results, the programme board must coordinate with relevant national mechanisms where possible, and partner within a coordinated mechanism covering all initiatives relevant to the corresponding outcome. Parallel mechanisms should not be set up for coordination where national ones exist.
5. Project oversight is done through a project board, a multi-stakeholder governance mechanism that may also be called a project steering committee or joint programme steering committee. The project document will state the required frequency of project reviews. Multiple projects in a portfolio may use the same board/committee for oversight, and existing mechanisms may be used, as long as the required composition and oversight functions are met. Joint results group boards may also be used, as long as individual projects are reviewed.
6. The engagement facility and provision of services are governed through programme management oversight, and do not require separate oversight arrangements. For the provision of services, UNDP participates in any relevant oversight mechanisms of partners in accordance with signed partnership agreements.

### **Functions of Oversight Mechanisms**

7. Programme and project boards meet at designated decision points, at least once per year for an annual review, or as necessary. The purposes are to:
  - a. Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see [Manage Change](#));
  - b. Assess the achievement of results in the context of the Cooperation Framework and national results/outcomes;
  - c. Assess the quality of programming against the quality criteria for Cooperation Framework and UNDP programming;
  - d. Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
  - e. Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the Cooperation Framework, or country programme or project if required.
8. In crisis settings, programme and project boards may meet virtually, through an exchange of letters, or remotely through teleconference.

9. Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.
10. An annual review meeting should take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors. Changes that could adversely impact the achievement of already approved results or that could result in a (re)allocation of earmarked resources are considered amendments that must be submitted to the regional bureau for review.
11. The project board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. It reviews evidence on project performance based on monitoring, evaluation and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor, UN pooled fund or vertical fund reports should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the UNDP programme manager, the Resident Representative or staff member with delegated authority as the programme manager.
12. The project board is consulted when a project manager's tolerances (normally in terms of time and budget) have been exceeded. There is a tolerance for failure, as long as it: (a) results in timely course correction that improves the design of the project, and (b) leads to explicit learning that is shared within UNDP and among external partners. The board authorizes any major deviation from the approved multi-year workplan and decides on project changes through appropriate revisions. It ensures that required resources are committed, arbitrates any conflicts in the project, and negotiates any issues between the project and external bodies. In addition, it approves the appointment and responsibilities of the project manager and any delegation of project assurance responsibilities. Potential members of the project board are reviewed and recommended for approval during the project appraisal committee meeting. Representatives of other stakeholders can be included on the board as appropriate.

The PRB will be a high-level oversight and decision-making body guided by the country's commitment to promote the protection and promotion of human rights for all people living in Pakistan. The PRB will ensure that the Government of Pakistan's and the Development Partners' strategic efforts are harmonized and prioritized, responsive to the interests of all the project's target beneficiaries, particularly focusing on the most vulnerable populations in Pakistan.

The principal role of the PRB is to oversee the strategic priorities and progress of the Project, ensure the coordination of Project activities and priorities, and provide a forum for high-level decision-making and oversight. The PRB will be Chaired by the Secretary of MoHR and UNDP Resident Representative (RR). EAD and other partners representing NHRIs, and Provincial Human Rights and Social Welfare Departments may participate as members of the committee.

While the PRB has important quality assurance review and strategic guidance functions, it is not aimed at detailed technical oversight or as a Mechanism to ensure accountability of the implementing party to the donors. The Technical Committee will undertake these detailed functions, which will report to the PRB.

### **Mandate**

The PRB will:

- Provide high-level decision-making and strategic oversight to the Project;
- Monitor the progressive achievement of the Project milestones and objectives;
- Review quarterly and annual narrative and financial reports of the Project;
- Provide high-level quality assurance review for Project results;

- Approve plans and reports submitted by UNDP that have been previously reviewed by the Technical Committee;
- Support the independence of the Project;
- Promote the enjoyment of rights by all people in Pakistan, with a particular focus on vulnerable groups, especially women, transgender persons and persons with disabilities.
- Monitor progress and provide guidance on the long-term sustainability of the Project's achievements;
- Review and approve any significant revisions to the Project based on consideration of the recommendations from the Technical Committee; and
- Monitor strategic risks and implement risk mitigation measures, if required and as recommended by the Technical Committee.

### **Decision Making**

The decisions within the PRB will preferably be taken by consensus. However, in the absence of a consensus, final authority on decision rests with the RR, Programme Manager or Staff Member with delegated authority.

The DHL Project team will be responsible for executing actions approved by the PRB and included the Annual Work Plan (AWP). Assurance support will be carried out by the Democratic Governance Team, working closely with relevant teams within the Country Office.

### **Membership**

The standing membership of the PRB will include the following:

- UNDP as Executive: UNDP Resident Representative
- Beneficiary: Secretary, Ministry of Human Rights
- Senior Supplier

The PRB will be Chaired by UNDP and may include other representatives based on a consensus decision among the membership and as required by the agenda.

### **PRB Meetings**

The PRB will meet in Islamabad once a year for approval of the Annual Work Plan for the subsequent year.

## Minutes and Information Sharing

The UNDP DHL Project will prepare the minutes of the PRB meetings.

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### X. LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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### XI. RISK MANAGEMENT

1. UNDP, as the Implementing Partner, will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)
2. UNDP, as the Implementing Partner, will undertake all reasonable efforts to ensure that none of the [project funds]<sup>17</sup> [UNDP funds received pursuant to the Project Document]<sup>18</sup> is used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements under this Project Document.
3. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and program-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the Project or program to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP, as the Implementing Partner, will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies, and procedures.
6. All signatories to the Project Document shall cooperate with any exercise to evaluate any program or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP, as the Implementing Partner, will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
  - a. Consistent with Article III of the Supplemental Provisions to the Project Document, the responsibility for the safety and security of each responsible party, subcontractor, and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipients custody, rests with such responsible party, subcontractor, and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Project is being carried;

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<sup>17</sup> To be used where UNDP is the Implementing Partner.

<sup>18</sup> To be used where the UN, a UN fund/program, or a specialized agency is the Implementing Partner



- ii. assume all risks and liabilities related to responsible parties, subcontractors, and sub-recipients security and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractors', and sub-recipients obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
  - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
  - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
  - (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
  - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
  - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant

sub-party to comply with the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor, and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, subcontractors, and sub-recipients in implementing the Project or program or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud, and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor, and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices, (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor, and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programs and projects. Each responsible party, subcontractor, and sub-recipient will provide its full cooperation, including making available personnel and relevant documentation and granting access to its (and its consultants', subcontractors', and sub-recipients) premises for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor, and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly notify UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI on the status of, and actions relating to, such investigation.

k. UNDP will be entitled to a refund from the responsible party, subcontractor, or sub-recipient of any funds provided that have been misused, including through fraud or corruption, or otherwise paid other than following the terms and conditions of this Project Document. UNDP may deduct such amount from any payment due to the responsible party, subcontractor, or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's, or sub-recipient obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor, or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions, or other

payments other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action regarding any alleged wrongdoing relating to the Project or program, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

n. Each responsible party, subcontractor, and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XII. ANNEXES**

- 1. Project Quality Assurance Report (Design and Appraisal)**
- 2. Social and Environmental Screening** including additional Social and Environmental Assessments or Management Plans as relevant.
- 3. Risk Log**
- 4. Conflict Sensitivity Checklist**
- 5. Supplemental Provisions to SBAA**
- 6. Gender Analysis**

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<sup>i</sup> Under legislatives reforms, following 10 major laws have been promulgated prioritizing the protection of rights of women, children, minorities and institutional strengthening:

1. Criminal Law (Offences relating to Rape) Act, 2016: This Act includes a number of significant provisions to deal with the crime of rape. It stipulates the death penalty or imprisonment for life and fine for this crime.
2. Criminal Law (Offences relating to Honour Killing) Act, 2016: This Act aims at to deter and prevent offences in the name or on the pretext of honour in Pakistan which claims the lives of hundreds of victims every year.
3. The Criminal Law (Amendment) Act, 2016 (Child Protection): This law prescribes various provisions regarding the protection of the rights against any form of sexual or physical abuse.
4. National Commission on the Rights of the Child Act, 2017: This Act prescribes the functioning and powers of the Commission entrusted with the task of protection of rights of children.
5. Hindu Marriage Act, 2017: This is the first personal law to regulate Hindu marriages. It provides detailed conditions while contracting a marriage. It also ensures the protection of the care of children of the spouses who seek separation.
6. Transgender Persons (Protection of Rights) Act 2018. The first ever law for such population in the country. Harassment of transgender persons will also be prohibited in and outside their homes.
7. The National Commission on the Status of Women (Amendment) Act, 2018: Under this amended Act the new chairperson of NCSW would be elected within 30 days after the retirement of the incumbent head. This law provides a time frame for the appointment of the chairperson in order to make the commission more effective.
8. The Women in Distress and Detention Fund (Amendment) Act, 2018: Promulgated to operationalize the Fund. This Act was passed originally in 1996, but unfortunately not a single meeting could be held to utilize this Fund during the last 22 years.
9. The ICT Child Protection Act, 2018: It aims to protect children from violence, abuse, exploitation and neglect in the Islamabad Capital Territory. It envisages establishment of a ‘Child Protection Advisor Board’ and ‘Child Protection Institutions’ for protection of children.

10. The Juvenile Justice System Act, 2018: It aims to provide a criminal justice system for juveniles with a view to ensure their rehabilitation and reformation through institutional services.
11. Legal Aid and Justice Authority Act 2020: In order to reform the existing legal aid mechanisms in Pakistan which remained ineffective due to lack of ownership at the relevant levels, ineffective performance management mechanisms, lack of capacity of the concerned committees and lack of public awareness about such legal aid mechanism; the Ministry of Human Rights in collaboration with the Law and Justice Commission of Pakistan drafted a bill, namely "Legal Aid and Justice Authority Bill.
12. The bill was introduced in the National Assembly of Pakistan by the Ministry of Law and Justice and has been passed by the Parliament.
13. The Zainab Alert, Response and Recovery Act, 2019: Zainab Alert, Response and Recovery Act 2019, is the Government of Pakistan law that defines the system of one window operations to notify, react and recover kidnapped children in Pakistan. It provides for protection of missing and abducted children that includes raising alert, responding and recovering of missing and abducted children. The Act has been passed by Parliament.
14. The Anti-Rape (Investigation and Trial) Bill, 2021: Thursday, 10th June, 2021
15. The Enforcement of Women's Property Rights (Amendment) Bill, 2021; Monday, 7th June, 2021
16. The Protection of Communal Properties of Minorities (Amendment) Bill, 2021; Monday, 7th June, 2021
17. The Islamabad Capital Territory Senior Citizens Act, 2020; Monday, 19th April, 2021
18. The Domestic Violence (Prevention and Protection) Act, 2020; Monday 19th April, 2021
19. The Disability Rights Act, approved on 10 January

<sup>ii</sup>Baseline Assessment Report: The State of Rights Protection and Promotion Institutions in Khyber Pakhtunkhwa after the 18th Amendment.

<sup>iii</sup> Available from [www.ohchr.org/EN/NewsEvents/Pages/BurningDowntheHouse.aspx](http://www.ohchr.org/EN/NewsEvents/Pages/BurningDowntheHouse.aspx). OHCHR also issued an information paper entitled "Understanding human rights and climate change", available from [www.ohchr.org/Documents/Issues/ClimateChange/COP21.pdf](http://www.ohchr.org/Documents/Issues/ClimateChange/COP21.pdf).

<sup>iv</sup> See [www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=16836&LangID=E](http://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=16836&LangID=E).

<sup>v</sup> Pursuant to its article 21, the Paris Agreement will enter into force on the thirtieth day after the date on which at least 55 parties to the United Nations Framework Convention on Climate Change, accounting for at least 55 per cent of global greenhouse gas emissions, deposit their instruments of ratification.